

The role of employee orientation in marketing strategy implementation in the South African banking industry

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Submitted by:
Deonath Punwassi
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**Supervisor: C. Strasheim
UNISA School of Business Leadership**

**Contact Details
Address: 2 Pamir Street, Shallcross, 4093
Cell: 0828008228**

Abstract:

The purpose of this study is to determine the impact of employee orientation on the implementation of marketing strategy in the banking sector. To gain competitive advantage, a bank needs to be able to measure an aspect of its business that is not normally associated with financial gains or losses namely employee orientation.

In order to determine whether a linkage exists between employee orientation and a successful marketing strategy, a literature study was done on the terms 'employee orientation' and 'marketing strategy implementation'. Two questionnaires were designed and a survey was carried out on five banks. The outcome of the study is that a linkage exists between employee orientation and the implementation of a successful marketing strategy.

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Declaration:

I, Deonath Punwassi declare that the work in this document is my own.

Deonath Punwassi




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CHAPTER 1: ORIENTATION

1.1 Introduction:

Modern strategic human resource management literature suggests that human resources can be a key to gaining competitive advantage because they represent firm specific resources that are distinctive (important, rare and hard to duplicate) (Piercy, 1998). The business environment is characterised by change. Within the financial services sector there has been diversification on a vast scale, with varying degrees of success. Financial services are increasingly viewed as products and the various branch networks as channels of distribution.

The competition between banks has become a major battleground for consumers' financial services expenditure and banks are increasingly adopting retailing concepts and techniques. The term 'retail banking' has become firmly established. The concepts and techniques of retail marketing have been eagerly seized upon by most financial institutions that have a direct interface with the consumer market. One challenge in service organisations is that of decentralised marketing. The biggest challenge for the retail banking is not to be clever in practicing marketing, but to be clever in getting everyone else in the organisation to practice marketing. How to accomplish this, how to build true sales- and service-mindedness into an organisation's culture, how to give contact employees and employees who perform support functions the knowledge and skills to be effective marketers in a cost-effective way are the questions on the minds of retail executives today. To this effect, this study explores the relationship between non-marketing employee orientation which is an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not and the implementation of a successful marketing strategy.

1.2 Purpose of the study:

It is evident that employees such as those in sales and marketing who have direct involvement in the implementation of a marketing strategy affect the outcome of the strategy. The orientation of employees from other departments and their impact on a marketing strategy has not been fully understood in the service industry. This study focuses on the banking sector in South Africa and determines whether the orientation of non-marketing employees have an impact, in terms of success or failure on the implementation of marketing strategy. The effects of non-marketing employee orientation are often unknown and invisible. The study is intended to determine whether non-financial data such as employee orientation has an impact on company profits. This in turn highlights the importance of non-marketing employee orientation, if a relationship exists, to the banking sector, where it can be given more strategic focus for competitive advantage.

1.3 Problem statement:

The linkage between non-marketing employee orientation and its impact on the implementation of a marketing strategy has not been fully understood in the banking sector. In order to understand whether a relationship exists, this linkage needs to be investigated. The banking sector makes use of a functional structure, which invariably results in departments working in isolation. By understanding non-marketing employee orientation (human resource data) and how this affects the implementation of a marketing strategy, management can take steps to focus on employee orientation in order to improve the performance of the organisation.

1.3.1 Sub- Problems:

1.3.1.1 Measurement of employee orientation:

Employee orientation is a complex construct. Measuring employee orientation is critical to understanding the linkage between employee orientation and its impact on marketing strategy implementation. There are a number of situational and personal factors that affect an employee's orientation and they may change with time. The factors arrived at for measuring employee orientation is intended to give a picture of employee orientation at a point in time. Factors which affect orientation may include the organisation's leadership and planning; corporate culture; communication; career development, the employee's role; recognition and rewards; teamwork and cooperation; working conditions; the employee's immediate supervisor; training; company benefits; job satisfaction; human resource policies and an employer's concern for employees.

1.3.1.2. Measuring the success of a marketing strategy:

The success of a marketing strategy is generally measured using financial data; however, this information is confidential. For the purpose of this research, the success of the implementation of a marketing strategy will be assessed using the information from the bank manager who must express success in percentage terms.

1.4 Research objective:

The main objective of this research is to explore the nature of the relationship between employee orientation (employee satisfaction) and its impact on the implementation of a marketing strategy.

1.4.1 Sub objectives:

In order to accomplish the main objective, the following sub-objectives have been identified.

- Non- marketing employee orientation has to be assessed within the participating banks in the banking sector.
- The success rate of recent marketing strategies implemented by the branches has to be determined.

- It has to be determined whether a linkage exists between employee orientation and success of implementation.

1.5 Delimitation of the study:

The study was carried out within the five major banks in Kwazulu Natal (Standard Bank, ABSA, Nedbank, Peoples Bank and First National Bank). Five branches from each bank were approached.

The construct 'employee orientation' has various dimensions to it. For the purpose of this study, 'employee satisfaction' will be measured and used as an indication of 'employee orientation', because it is clear from the literature that a major component of 'employee orientation' is 'employee satisfaction'.

In addition, employee orientation is affected by job variables as well as personal and situational variables. This study will focus on job variables.

1.6 Importance of the study:

The study could be useful in the service industry in taking cognisance of the link between employee orientation and its impact on implementing a marketing strategy. This will have an implication for industries in the service environment to improve employee satisfaction which will in turn result in improved financial performance, if a significant relationship exists.

Business outcomes such as sales, market share and profit may be the goals in business, but the driver of these outcomes is likely to be the behaviour of the people in the organisation who impact on what the customer receives in terms of service and quality. This factor suggests the need to focus on employee orientation and not just on outcomes.

Organisational processes which treat marketing strategy implementation as afterthought when the real work of generating innovative strategies and writing strategic plans has already been done, maybe counter-productive.

These processes ignore or underestimate the potential link between market strategy and a company's unique implementation capabilities and weaknesses, which include employee orientation. Therefore, the study will be important for the service industry, in that, when implementing a marketing strategy, the support mechanisms (in terms of other functional areas within the organisation) will be a factor to consider seriously in future.

1.7 Outline of the research report:

Chapter 2, section 2.1 covers the foundation of the study. It highlights the work done thus far on employee orientation and its relationship to marketing strategies. The relevance of this relationship is also discussed by linking it to the bottom line. Sections 2.2 and 2.3 continue with the definition of "orientation" and then deals with customer satisfaction theory which leads into person-situation fit in organisation, culminating in various dimensions that influence employee satisfaction. Relationship marketing, market orientation and strategy implementation are covered in Section 2.4.

Chapter 3 describes the research methodology followed in this study. In Chapter 4 data from the two questionnaires (one measuring employee orientation and the other marketing strategy success) is presented. The two questionnaires are then analysed to determine whether employee orientation impacts on the marketing strategy. Chapter 5 concludes with the findings, discussion and recommendations.

1.8 Definitions:

Contact employees: refers to employees who have direct involvement in marketing planning and customer contact.

Support employees: refers to employees who perform support functions to implement marketing strategy (i.e. non- sales and non- marketing employees).

Employee orientation: the term orientation should mean some reflection or representation of the total motivational state of an individual at a particular point in time. Employee orientation portrays the effects of a person's needs, values, attitudes, abilities and other behavioural aspects. It might be considered to represent what an individual wants from a situation and the extent to which he believes he will be successful in achieving such wants. The operational definition of orientation is an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not (see literature study).

Customer orientation: means recognising the critical importance of the customer and doing everything possible to retain their business.

CHAPTER 2: LITERATURE REVIEW:

This chapter begins with past research and looks at the relevance of trying to understand 'employee satisfaction' and how it impacts on the implementation of a marketing strategy. The chapter also covers literature on the subject of 'employee orientation' and 'the implementation of a marketing strategy'. A definition of orientation is examined, followed by a model of orientation. The construct 'orientation' is then taken to another level where value orientation; customer orientation; employee orientation and the predominance of orientation are examined. This is followed by literature on employee satisfaction, job satisfaction and employee commitment. Section 2.4 covers marketing strategy implementation in service firms.

2.1 Foundation of the Study:

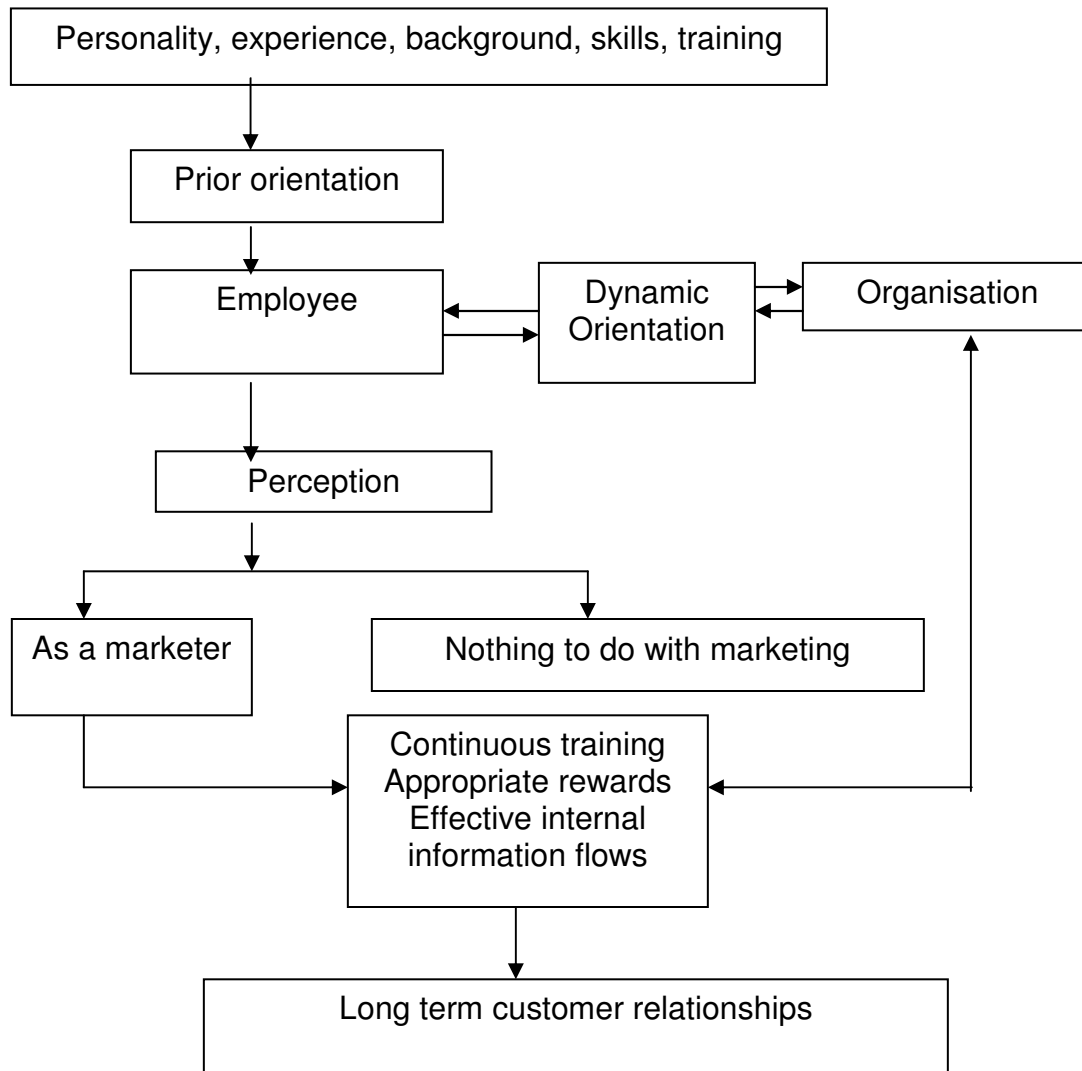
2.1.1 Past Research:

In reviewing the literature on services marketing one particular behavioural aspect needs to be emphasised: the internal customers, meaning employees in an organisation (Grönroos, 1989). In the banking industry, the quality of interaction between head office and the branches will affect the outcome of a marketing strategy. Three behavioural components are regarded as essential for a market orientation framework. They are: customer orientation, the internal customers (for which the term employee orientation is used) and integrated marketing efforts. According to Noel (1998), a number of contributions to the services marketing literature have recognized the importance of employees. This is because of the intensive buyer-seller interactions in this sector (e.g. Cowell, 1984; Grönroos, 1990). Such interactions are associated with three main characteristics of services: intangibility (the purchase of something intangible), inseparability (simultaneous production and consumption) and heterogeneity (no standardisation of output) (Cowell, 1984). Many academics have highlighted the role played by employees in the process of satisfying external customers. The commitment of employees is always, as argued by many marketing academics, related to the success of an

organisation. In his approach to internal marketing, Grönroos (1989) emphasises the importance of personnel among the marketing resources of an enterprise. Gummesson (1987: 17) also argues that the concept of the internal customer brings customer - supplier relationships inside the enterprise and a job can only be seen to have been successfully executed when the internal customers are satisfied. In trying to relate employee orientation to the notion of marketing, employees can be divided into two categories: those having direct contact with buyers (Full-time marketers) and those not having direct contact with buyers (support personnel) (Cowell, 1984). Full-time marketers are not only those who have jobs with 'marketing' labels. The main point is whether or not employees perceive themselves to be marketers or as having nothing to do with marketing. Figure 2.1 shows these differences. If employees see themselves as 'marketers' their predisposition to behaving will differ from that of those who do not label themselves as 'marketers'.

According to (Grönroos, 1981), developing motivated and customer-conscious employees is significant for the success of an organisation. Employee orientation can be implemented at two levels: that of the individual and that of the organisation. The individual level is concerned with continuous training and adequate reward while the organisational level is involved with effective information flows. Figure 2.1 shows the process of interaction between employees and the organisation. An organisation plays an essential part in developing customer conscious employees by organising continuous training programmes, designing appropriate reward systems, and developing effective information flows.

Figure 2.1: The conceptual framework of employee orientation



Source: Noel, 1998:3

Research into the impact of employee orientation on the implementation of a marketing strategy is limited to a relatively small number of studies. One of the earlier studies in this area is that of Ruekert (1992), who proposed that such an orientation was linked to employee job satisfaction; trust in superiors and organisational commitment. Ruekert (1992) finds statistical support and concludes that levels of employee satisfaction, trust and

commitment are important since these attitudes may impact on broader organisational performance. This finding is consistent with the work of Schneider and Bowen (1993) who argue that, when employees perceive their organisation to be intensely service oriented, customers report better service experiences. After detailed empirical research, Jaworski and Kohli (1993) discovered that successful implementation of marketing strategies is strongly and positively associated with organisational commitment. In order to gauge the extent to which these findings are generalisable across national boundaries, Selnes, Jaworski & Kohli, (1996) carried out a study in Scandanavia and the USA. They found similar linkages between marketing success and employee commitment and team spirit. Interestingly, the empirical research of Ruekert (1992), Jaworski and Kohli (1993) and Selnes (1996) uses managers and executives as the principal sampling unit. These studies found links between the attitudes of management and the extent of marketing success. Siguaw, Brown & Widing (1994) provide one of the few empirical insights into the effect of less senior employees' orientation on the implementation of a marketing strategy. Siguaw (1994) conducted a survey of the beliefs and behaviours of sales personnel and found significant and positive association between job satisfaction and organisational commitment. Employees who perform the support function within the organisation for the implementation of a marketing strategy were omitted from the above studies.

Hackett, Sasser & Hart, 1990 in their book "Service Breakthroughs" offered a model of the "people-service-profit chain", that specified how internal service quality could lead to both employee and customer satisfaction and to profitability. This work represents studies by academics using secondary databases.

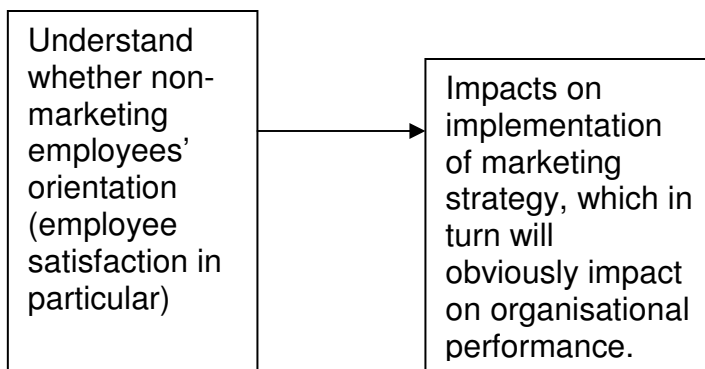
2.1.2 Relevance of understanding general employee satisfaction and its impact on implementing marketing strategy:

Employees performing support functions within an organisation must not be ignored in terms of their input towards achieving organisational goals and objectives. When organisations function strictly in their functional

units, the overall focus of organisational performance may be lost due to fragmentation or the 'silo' effect. The research of Jaworski and Kohli, (1993) and Sigauw (1994), shows that senior employee orientation is important for organisational performance.

This research however, aims to drill down further to determine whether employees, who are non-marketing employees, have an impact on organisational performance (See Figure 2.2 below).

Figure 2.2: Aim of this research



2.1.3 Linking employee satisfaction to the bottom line:

Employee surveys range from job satisfaction surveys to comprehensive employee engagement/commitment surveys. According to Derek and Wilburn (2002), with the current explosion of knowledge, companies often do not put their feedback into proper strategic context. They make a case for research practitioners and management to focus on linkages between customer satisfaction, employee satisfaction and business profitability. One of the greatest failures in the current lack of integration is contributed by the silo structure inherent in any business where ownership of different surveys is diffused (Derek and Wilburn, 2002). The linkage between employee satisfaction and the bottom line is ignored because of its simplicity.

There has been an important paradigm shift in marketing and business strategy from a transaction focus to a relationship focus to a market orientation focus (Grönroos, 1994). This has been accompanied by a broadening perspective regarding the parties whose behaviour is involved in shaping and implementing strategies. In particular, some attention has to be devoted to the 'internal marketing' and the 'internal market' comprising organisational participants whose involvement and support is a requirement for successful and effective strategy implementation.

2.2 Employee orientation:

2.2.1 Definition of orientation:

One of the reasons for the lack of a definition and description of 'orientation to work' is its similarity to and involvement with, other concepts relating to human behaviour. Concepts such as attitude, motivation and value, all have importance in the determination of how any individual views his work situation. None of these concepts can be considered in complete isolation from one another as is instanced in the case of attitude and motivation. An attitude is said to have a behavioural component, and yet motivation is suggested as being the major process for determining behaviour (Bennett, 2001). It would appear, therefore, that the term 'orientation' should mean some reflection or representation of the total motivational state of an individual at a particular point in time. This state will portray the effects of needs, values, attitudes, abilities and other behavioural aspects. It might thus be considered to represent what an individual wants from a situation and the extent to which he believes he will be successful in achieving such wants. The operational definition of orientation could then be that it is an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not (Beatty, 1988).

One important aspect is that 'orientation' cannot be considered as fixed, but neither can it be viewed as totally flexible. The desires and

expectations of individuals are the result of many different influences such as past experiences of work and life, 'current situation at work and home,' personality, life skills and abilities. Some of these are relatively stable such as past experiences, personality and abilities whilst others such as situational factors may change rapidly and violently. All have an affect on what a person wants from life and, by definition, on his/her orientation (Bennett, 2001).

Another important feature of orientation is that it is not uni-dimensional. Someone expressing an instrumental orientation such as a desire for economic and material ends from work, together with security cannot be said to be lacking in any other form of orientation. He can, however, be said to have a certain priority at the time of measurement. This also means that orientation is not mutually exclusive (Bennett, 2001).

Apart from being a means of defining the situation, orientation will also define the person. It therefore becomes the link between the individual and his situations - both of which are variables which may change and may then change the orientation (Bennett, 2001).

2.2.2 A model of orientation:

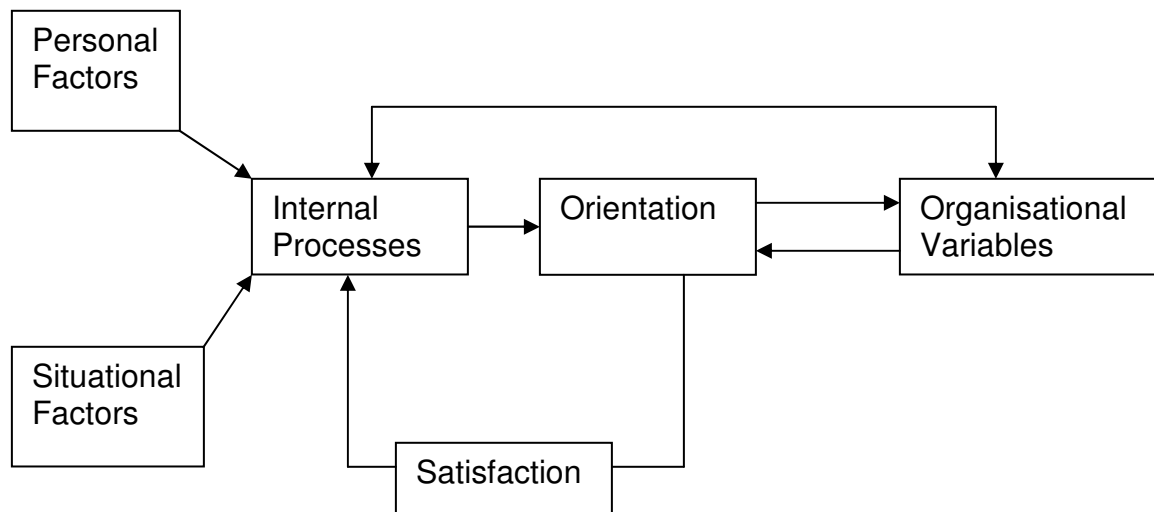
The previous discussion leads quite naturally to the consideration of a model which depicts the total process involved with the concept of orientation. The model suggested here is based on a simple 'systems concept'; the input-process-output idea. Here the inputs can be considered to be of two basic types: the first being situational variables (nature of job, home-life, economic demands, etc.) whilst the second is concerned with background factors (past jobs, education, etc.) These inputs are not always in the same order since today's situational variables may become tomorrow's background factors (i.e. stored experience). Support for these ideas can be found in the literature (Bennett, 2001). The outputs of the model may be considered to be different types of orientation. It may at first seem an arbitrary task to determine what these orientations are.

However, according to Bennett (2001) there is substantial support for adopting three different orientations, namely: instrumental (a desire for economic and material ends from work, together with security); relational (social needs are interpersonal relationships); and personal growth (self development and the use of skills etc).

These three orientations accommodate another approach, that of intrinsic-extrinsic satisfaction as demonstrated by Alderfer (1969). Take, for example, the idea of people seeking intrinsic and extrinsic rewards. Bennett (2001) defines an intrinsic orientation as relating to Maslow's highest order need for self-actualisation and growth, whereas extrinsic orientation relates to the lower-level needs of survival such as security and love. Maslow excludes for some unknown reason the esteem needs, but one would suggest these as being of an intrinsic nature, since to feel good is essentially an internal state. It is also possible that other people make us feel good by way of praise, conferred status, and recognition, the social elements which Bennett (2001) defined as extrinsic.

In such a model, 'satisfaction' (Figure 2.3) is considered a feedback variable, hence can be used as an overall indication of 'employee orientation' (Bennett, 2001).

Figure 2.3: A model of orientation to work:



(Bennett, 2001:152)

2.2.3 Some additional data on orientation:

Almost no research could be found on orientation to work, probably because the concept has received insufficient theoretical treatment. Apart from the work of Goldthorpe (1996), little has been reported. Related areas have been well reported. Sheldrake (1971) has produced some data concerning the orientation of computer programmers. For example, he found that programmers tend to use or exhibit one of two kinds of perspective: either technical or commercial, and that these tended to be related to different kinds of personal and organisational factors. Marion and Trieb (1969) studied a very different kind of worker: employees in a supermarket in a different cultural setting (USA) and found that job orientation could be developed during the early days of the job and could have a lasting effect on performance, satisfaction and turnover. They also found that orientation was related to various employee dimensions as well as job factors.

Research on orientation to work has produced similar results, namely that orientation is likely to be a function of personal variables and job

variables. Other factors such as age, income, membership of clubs, nature of jobs, also tended to affect orientation. However, none of these factors were strong enough in their effect to permit rigid categorisation. Orientation to work is affected by organisational and external social factors.

2.2.4 Value orientations:

The challenge of practicing marketing at every level of the organisation is intimately intertwined with the concepts of corporate culture and organisational values (Deal and Kennedy 1982; Peters and Austin 1985). It has been suggested that organisational values directly impact on the implementation of marketing strategies and overall marketing effectiveness of firms (Badovick and Beatty, 1987; Bonoma, 1985 and Parasuraman, 1987).

Three relevant orientations that broadly describe important elements of the culture of service organisations are: customer orientation, employee orientation, and financial orientation. The first two encompass a people-related orientation (Beatty, 1998).

2.2.5 Customer orientation:

In a focus group of high-level executives in marketing management, at service companies, held at a Services Marketing Conference (Schmalense, Bernhardt & Gust, 1985), three factors emerged as keys to successful services marketing: customer orientation, creed, and consistency. Customer orientation was described as the most important of the three. Creed and consistency involve having a clear and consistent niche which is understandable to customers and employees. Customer orientation means recognising the critical importance of the customer and doing everything possible to retain their business. Parasuraman (1987: 42) stresses that a “genuinely customer-oriented organisational culture is a prerequisite if service firms are to excel in the market place” (Koepp, 1987).

2.2.6 Employee orientation:

Nemeroff (1980), utilising eighteen successful companies, amongst which were Disney, McDonald's and IBM, found three principle themes in an effective service orientation: (1) intensive, action involvement on the part of senior management ;

(2) a remarkable people orientation: and

(3) a high intensity of measurement and feedback.

This finding emphasises management's commitment to and respect for employees. As suggested by Naisbett and Aburdene (1985), employee orientation is critical to the success of firms today and in the future. Poor human resource practices have a negative effect on employee satisfaction, attachment, and motivation (Hunt, Lawrence, Chonko & Wood, 1985). These variables in turn, are associated with employee performance and, ultimately, firm performance. This is especially true for service firms. Customers become dissatisfied with service because they feel they are not receiving assistance (Pennington, 1984). Poor human-resource practices are quite likely to spill over into the firms' customer relations (Schneider and Bowen, 1993).

2.2.7 The predominance of people orientation:

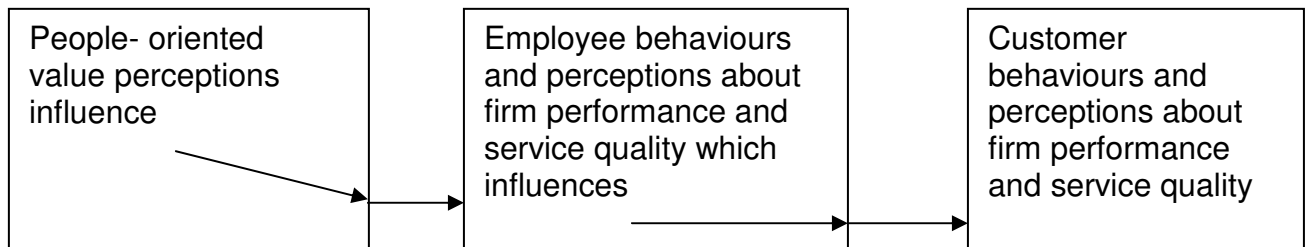
Customer orientation and employee orientation are closely interwoven. Philosophy statements address the firm's commitment to its employees and its commitment to customers as separate but often equally important values. Together they may be thought of as people orientation. It may be suggested that a firm that is committed to its customers will also be committed to its employees. Because of the close contact between customers and employees, both are needed in order to achieve customer satisfaction in a service organisation (Schneider, 1985). Both have meaning to employees and lead to a sense of purpose. Financial-goal orientation does little to inspire employees (Beatty, 1988). The ordering of values creates value priorities or orientations. A culture that strongly values people and successfully communicates this to all employees should

be more successful in the long run than a culture where financial priorities receive the most emphasis. This relationship was also suggested by Naisbitt and Aburdene (1985) and Peters and Austin (1985), and some empirical findings lend credence to this perspective (Deal and Kennedy, 1982).

2.2.8 Value priorities and employee perceptions:

There are few empirical studies that address the relationship between organisational values and other variables associated with organisational success (with some exceptions, Koeberg and Chusmir 1987; Posner, Kouzes & Schmidt 1985). Just as personal values have been found to guide and shape individuals' attitudes (Williams, 1979), so should perceived organisational values influence perceptions held by members of the organisation. Parkington and Schneider (1979) found that when bank tellers had a different orientation to service than they believed management had (termed service-orientation discrepancy); they experienced low satisfaction and a perception of poor service quality. Further, Parkington and Schneider (1979) found that branch-bank customer attitudes about service were strongly correlated with branch-employee views of the service received. Thus, a lack of shared values led to poorer employee and customer perceptions and presumably impacted on organisational success. The postulated relationship between constructs is as follows in Figure 2.4:

Figure 2.4: Postulated relationship between ‘People oriented value perceptions’; ‘Employee behaviour and perception’ and ‘Customer behaviour and perception’



Source: Beatty, (1988: 409)

The value perceptions employees have about how important customers and employees are to their firm will influence their actual behaviours and their generalised perceptions about how well the firm performs in comparison to competition. Customers will, in turn, be influenced by expressed employee behaviours and perceptions, which feeds back to employees in a continual feedback loop (Beatty, 1988).

2.2.9 Value perceptions and employee attachment:

An area of organisational behaviour closely associated with organisational values, is organisational commitment. This area has received considerable attention (Mowday and Lyman, 1982). One of the presumed by-products of a strong and shared culture is a strong commitment to the organisation, however this linkage appears to have been assumed rather than assessed. Although there is a lack of consensus on the nature of commitment, the central theme is psychological attachment, in other words the psychological binding of the individual and the organisation (O'Reilly and Chatman 1986). O'Reilly and Chatman use Kelman's (1958) taxonomy for attitude change as a taxonomy for attachment. According to this theory, individuals accept influence in three ways:

- 1) Compliance, in which attitudes and behaviours are adopted to gain rewards;
- 2) identification, in which an individual accepts influence to establish or maintain a satisfying relationship, respecting its values without adopting them;
- 3) internalisation, in which influence is accepted because the induced attitudes and behaviours are congruent with ones own values.

Identification and internalisation represent the essence of attachment to the firm. Attachment to the firm is strongly related to the lower employee turnover and higher employee performance (Mowday and Lyman, 1982). Research suggests that people who choose service jobs have strong desires to give good service (Schneider, 1985).

2.2.10 Employee orientation and job satisfaction:

Beatty (1998) uses the following definition of orientation, “it is an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not.” This implies that the degree of satisfaction is a component of employee orientation. The majority of studies report a positive relationship between satisfaction and job performance (Churchill, Neil & Orville, 1976), indicating the importance of maintaining a satisfied group of employees. Section 2.3 focuses on employee satisfaction and the factors that influence it.

2.3 Employee satisfaction:

While much of the traditional job satisfaction research (Carr and Kazanowski, 1994; DeSantis and Durst, 1996) demonstrates that employees generally want stable employment, opportunities for promotion and satisfactory compensation, other research on employees (Daley, 1986; Emmert and Taher, 1992) shows that factors such as flexible working hours, social satisfaction and the characteristics and behaviours of superiors also have an effect on employees' satisfaction levels.

Two categories of job characteristics that are of crucial importance in attaining satisfaction among workers have been identified: the internal rewards of the job such as having diverse and challenging work, and external rewards such as fair compensation and fringe benefits (Hertzberg, Mausner, Peterson & Capwell, 1957; Hertzberg, Mausner & Snyderman, 1959). Although the Hertzberg Model is well- documented, more recent investigation into job satisfaction have questioned the utility of the two-dimensional model and sought a more interactional approach. Specifically the work of Kalleberg (1977), Lee and Wilbur (1985), and Martin and Hanson (1985) propose that the characteristics of the employee interact with the internal and external characteristics of the organisation. The realisation that personal characteristics such as age, education, gender and job security have a distinct effect on job satisfaction implies that job satisfaction may perhaps be more a result of the 'fit' between employee needs and work requirements on the one hand and the actual job characteristics on the other.

Job satisfaction is a combination of cognitive and affective contentment for an individual within a company. Affective satisfaction is that which is founded on overall positive emotional assessment of an employee's job. This satisfaction focuses on their mood when working. Cognitive satisfaction is satisfaction that is established on a more logical and rational appraisal of the job conditions. Therefore, cognitive satisfaction is an assessment based on comparisons that do not rely on emotional judgments, but are evaluations of conditions, opportunities and/or outcomes (Moorman, 1993).

Social scientists have consistently established that job satisfaction differs with age for both women and men in various occupations (Lee and Wilbur, 1985; Lowther, Gill & Coppard, 1985; Kacmar and Ferris, 1989; Ang, Goh & Koh, 1983). Eleven key organisational dimensions that impact performance, satisfaction and retention of employees:

- Openness, information, trust

- Innovation and continuous improvement
- Cross-functional effectiveness
- Decision-making and involvement
- Strategic direction and company values
- Customer focus
- Performance and goal emphasis
- Leadership and team behaviour
- Human resource systems
- Safety, security and the work/family balance
- Commitment and accountability.

(Human Systems Development, 2005:1)

Further dimensions that must be considered when looking at employee satisfaction include:

- Overall job satisfaction which incorporates the employee's overall perspective of the job and his/her morale.
- Satisfaction with work based on the level of satisfaction from performing the duties of the job and whether the job is interesting and pleasant.
- Co-worker performance/cooperation including satisfaction with the employee's immediate work group.
- Pay satisfaction.
- Benefits satisfaction.
- Promotions/ Career advancement.
- Supervisory consideration which takes into account satisfaction with the employee's immediate supervisor and whether he/she is considerate/ friendly/ helpful/ supportive/ fair).
- Supervisory promotion of teamwork.
- Supervisory instruction/guidance depending on the employee's satisfaction with his supervisor's knowledge, skills and abilities.
- Communication which measures the satisfaction with organisational communication, and whether it is consistent/timely/accurate.

- Human resources/ personnel policies and the employee's satisfaction with personnel policies, in terms of whether they are clear, well understood and consistent.
- Concern for employees measured by whether the organisation sees employees as a valued resource.
- Productivity/efficiency based on the employee's satisfaction with efficiency, work flow, availability of supplies and equipment.
- Training and Development measured by the satisfaction with training and development opportunities, and if there are enough, and of the right type.
- Physical working conditions.
- Customer service based on the employee's perception of service and quality).
- Strategy/mission measured by the employees' perception of mission, do they agree and believe in it, do they know how they fit in, and do they feel involved.
- Job stress

(Human Resource Solutions, 2001)

A study of 75 key components of employee satisfaction found that: Trust and confidence in top leadership was the single most reliable predictor of employee satisfaction in an organisation. It was also found that effective communication by leadership in three critical areas was the key to winning organisational trust and confidence. Communication is important in helping the employees understand the company's overall strategy. Secondly helping employees understand how they contribute to achieving key business objectives and sharing information with employees on both how the company is doing and how an employee's own division is doing – relative to strategic business objectives (Clark, 2005).

2.3.1 The engaged employee:

Over the years, researchers have studied and attempted to quantify employee commitment, loyalty, morale and overall employee satisfaction. This gave rise to many employee surveys whose purpose was to measure one or all of these components. Research by the Gallop organisation came to the conclusion that overall employee satisfaction is manifest in the level of engagement that the employees have in their work. In other words, employee engagement was the ultimate expression of employee commitment, loyalty, morale and overall employee satisfaction. Measuring employee satisfaction is measuring a passive state, while measuring engagement is an active state. For example, an employee who is not engaged at work might show high levels of satisfaction with the organisation. This employee is getting everything: a steady pay check, benefits, sick leave and paid vacation. The actual contribution to the well being of the organisation in terms of innovation, creativity and productivity is negligible. But they are satisfied.

On the other hand, a fully engaged employee who is enthusiastic about their work is creative, innovative and wants to contribute. This might indicate a lower level of satisfaction with the same organisation, as the disengaged employee (Sphericom, Spherinet & Spherica Incorporated, 2005).

Lawler (1968) defined job satisfaction as a uni-dimensional construct meaning that people are generally either satisfied or dissatisfied. By contrast, (Smith, Kendall & Hulin, 1969) argue that job satisfaction is multi-dimensional meaning that you may be satisfied in varying degrees with your job, your supervisor, your pay and work place. Porter and Lawler (1968) define job satisfaction as an employee's affective (emotional) response to the current job conditions.

Research done by Bavendam Research Incorporated (2000) identified six factors that influenced job satisfaction. These are:

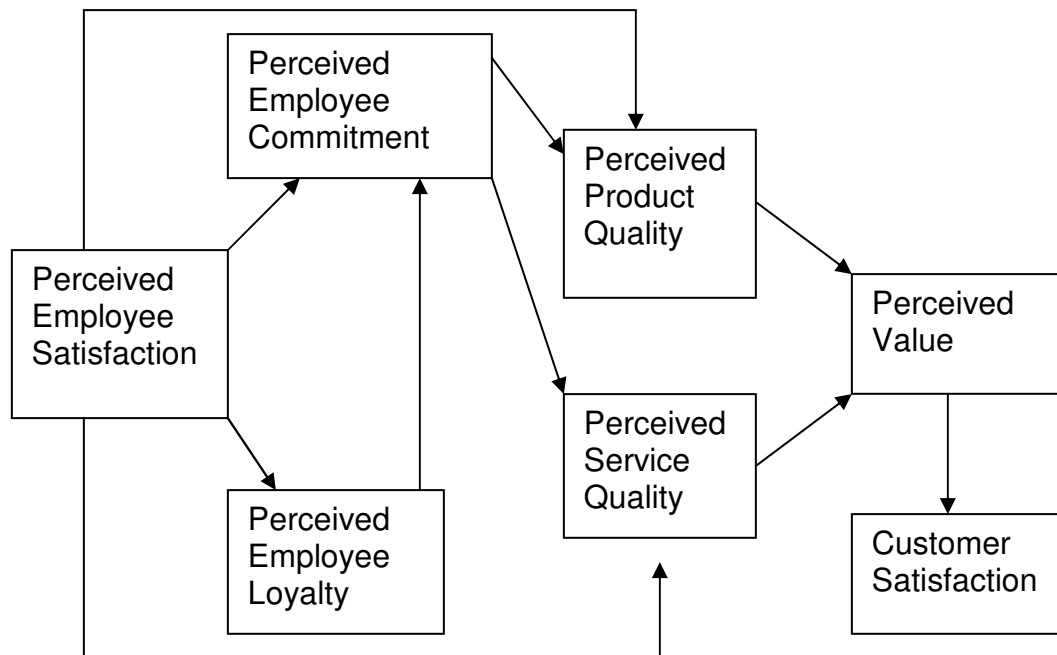
- Employees are more satisfied when they have challenging opportunities at work
- When negative stress is continuously high, job satisfaction is low.
- Employees are more satisfied when their managers are good leaders.
- Employees are more satisfied when their entire workgroup takes pride in the quality of its work.
- Employees are more satisfied when they feel they are rewarded fairly for the work they do.
- Employees are more satisfied when they have adequate freedom and authority to do their jobs.

(Bavendam Research Incorporated, 2000)

According to Bavendam Research Incorporated (2000), numerous empirical studies show a strong positive relationship between employee satisfaction and customer satisfaction. As suggested by this wealth of findings, positive changes in employee attitudes lead to positive changes in customer satisfaction.

Brooke (2000) reviewed the relationship between financial success and customer and employee satisfaction levels and found that depending on market segment and industry, between 40 and 80% of customer satisfaction and loyalty was accounted for by the relationship between employee attitudes and customer related variables. Similarly, Bulgarella, (2005) found that perceived employee satisfaction (PES), perceived employee loyalty (PEL) and perceived employee commitment (PEC) had sizeable impacts on perceived product quality (PPQ) and on perceived service quality (PSQ), which in turn impacts customer satisfaction. Figure 2.5 shows these relationships.

Figure 2.5: The impact of employee satisfaction on customer satisfaction:



Source: Bulgarella, (2005: 2)

According to the model proposed by Bulgarella (2005), employee satisfaction not only affects employee commitment and employee loyalty, but it also has a direct and indirect impact on critical customer satisfaction related variables.

The relationship between employee satisfaction and customer satisfaction has received further empirical confirmation from two methodologically strong studies. Specifically, a meta-analytic investigation (Bulgarella, 2005) based on 7939 business units in 36 companies, found generalizable relationships, large enough to have substantial practical value, between unit-level employee satisfaction-engagement and business-unit outcomes such as customer satisfaction, productivity, profit and employee turnover. A previous study by Donthu and Boonghee (1998) measured the

longitudinal relationship between employee satisfaction, customer satisfaction, and profit showing that, although the effects of employee satisfaction and customer satisfaction on business profit at a given point in time might not be detectable, they become visible and prominent over time. Specifically these researchers found a positive relationship between change in customer satisfaction and change in profit/sales; a positive relationship between change in employee satisfaction and change in business profit; and a strong relationship between employee satisfaction and customer satisfaction at any point in time.

Research on employee satisfaction, points to compensation as an essential organisational determinant of job satisfaction (Bulgarella, 2005). Bulgarella (2005) offers several explanations for why employee satisfaction affects the implementation of a marketing strategy.

- 1) Employees that interact with customers are in a position to develop an awareness of and respond to customer goals and needs.
- 2) Satisfied employees are motivated employees and they have the motivational resources to deliver adequate effort and care.
- 3) Satisfied employees are empowered employees. In other words, they have the resources, training, and responsibilities to understand and serve customer needs and demands.
- 4) Satisfied employees have high energy levels and a willingness to give good service. At a minimum they can deliver a more positive perception of service/product provided.
- 5) Satisfied employees can provide customers with interpersonal sensibility and social account in terms of adequate explanations for desirable outcomes. It has been suggested that the quality of interaction provided in a negotiation or exchange with customers has a significant impact on customer satisfaction. According to this view, because satisfied employees experience interactional justice, they can deliver it. Satisfied employees have enough emotional resource to show empathy, understanding, respect and concern for the customers.

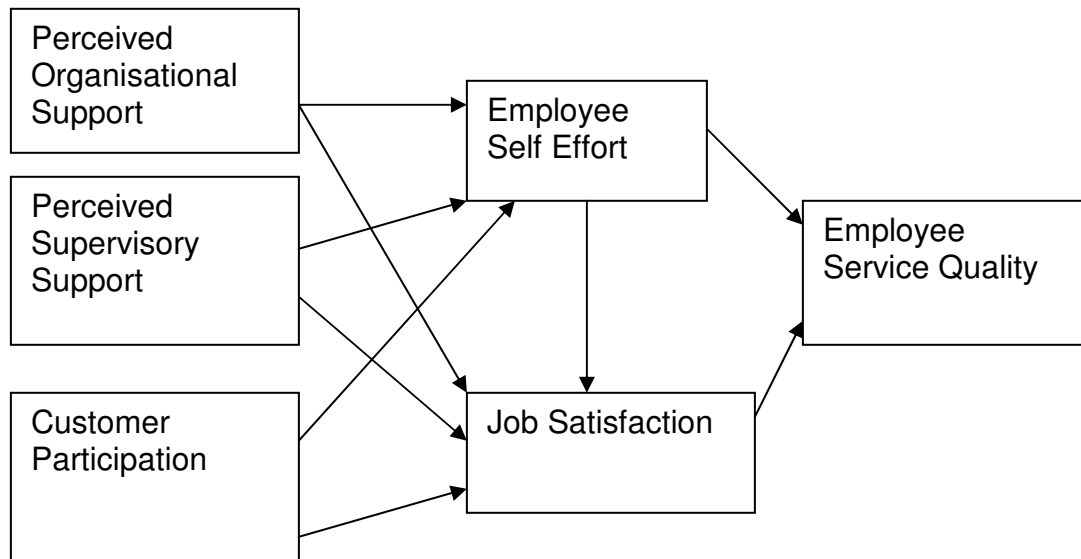
2.3.2 Organisational antecedents of employee satisfaction and employee customer service:

Bulgarella (2005) identifies three antecedents of employee satisfaction and employee customer service. These are illustrated in Figure 2.6:

- 1) Perceived organisational support (POS): the extent to which employees perceive that the organisation values their contribution and cares about their well-being.
- 2) Perceived supervisory support (PSS): the extent to which supervisors develop a climate of trust, helpfulness, and friendliness. High PSS implies that important socio-emotional resources are immediately available in the work environment.
- 3) Customer participation: the extent to which a customer is physically, mentally, and emotionally involved in the delivery of a service/product. At this level, both the resources and information that customers bring into the transaction and the actual behaviours they engage in are important.

Figure 2.6:

Model of organisational antecedents of employee satisfaction and employee customer service



Source: Bulgarella, (2005: 4)

The above model shows that all three antecedents affect employee service quality through their effect on employee service effort and perceived job satisfaction. Empirical findings suggest that:

- 1) Of the three antecedents, Perceived Supervisory Support is the single most powerful predictor of job satisfaction and employee service effort.
- 2) Job satisfaction is a more important predictor of employee service quality than employee service effort.

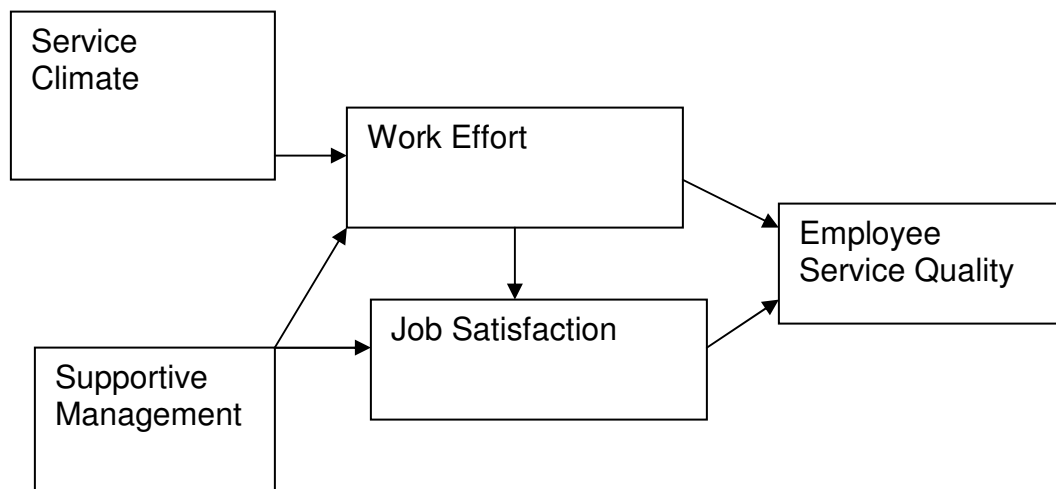
Bulgarella, (2005) also acknowledges a model by Yoon and Beatty (2001) illustrated in Figure 2.7. This model presents two antecedents of job satisfaction and employee service quality,

- 1) Supportive management, that is, the extent to which management is supportive of and shows concern for employees.

- 2) Service climate that is - employees' shared perception of how much the organisation values service.

Figure 2.7:

Service climate and supportive management as two antecedents of job satisfaction and employee service quality:



Source: Bulgarella, (2005: 6)

As illustrated in the model, the service climate affects work effort but not job satisfaction. However, supportive management has both an effect on work effort and perceived job satisfaction. Work effort influences employee service quality directly as well as through job satisfaction.

Oakley (2004), a Krannert School of Management assistant professor, surveyed 100 employees of American companies and investigated the companies' corporate culture. He found a direct link between employee satisfaction and customer satisfaction and between customer satisfaction and improved financial performance. The key to employee satisfaction is organisational communication – both upward and downward in the company. Oakley (2004) found that employee satisfaction is a key attribute of the engaged employee who shows a degree of motivation and

a sense of inspiration, personal involvement and supportiveness. Organisational culture is another significant driver of employee satisfaction and includes the process of management designing jobs well, providing support and setting goals for employees. The satisfied employee is oriented to providing good service and answering customer questions, which gives the customer a voice inside the company. A customer whose voice is heard inside the company drives profit by being a repeat customer and bringing in new customers by word of mouth. Oakley's (2004) research on employees who do not have direct contact with customers found that the relationship between satisfied employees and satisfied customers still exists. It is an organisation's employees who influence the behaviour and attitudes of customers, and it is customers who drive the organisation's profitability through the purchase and use of its products. In the end, customers who are more satisfied with the products of an organisation are less expensive to serve. They use the product more and, are therefore more profitable customers. Oakley (2004) indicates that a focus on customer satisfaction as a market outcome is warranted as it was found to mediate the relationship between employee attitudes and financial performance.

2.3.3 Additional literature on factors influencing job satisfaction:

According to Weiss and Cropanzano (1996), job satisfaction represents a person's evaluation of his job and work context. This definition is still being debated. It is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favourable evaluation of their jobs, based on their observations and emotional experiences. Saleh, (1981) states that job satisfaction is a feeling which is a function of the perceived relationship between what one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self definition or not. Luthans (1989), states that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job

experience, and is the result of the employee's perception of how well the job provides those things which he/she views as important.

Locke (1976) states that 'job satisfaction' is a collection of attitudes about specific facets of the job. An employee can be satisfied with some elements of the job while being simultaneously dissatisfied with others. Different types of satisfaction will lead to different intentions and behaviour. An employee might complain to the supervisor when dissatisfied with low pay but may not complain about co-worker dissatisfaction. Overall job satisfaction is a combination of the person's feeling towards the different facets of job satisfaction.

Locke (1976) argues that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues. One can also add the importance of good personality-job fit and the individual's genetic disposition meaning that some people are just inherently upbeat and positive about all things including their job.

Employees are concerned with their work environment for both personal comfort and how it helps them to do a good job. People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction.

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks as well as freedom, and feedback on how well they are doing. Jobs that have too little challenge create a sense of boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction (Katzell, Thompson & Guzzo, 1992).

Employees want fair and unambiguous pay systems and promotion policies. Satisfaction is not linked to the absolute amount one is paid, rather it is the perception of fairness about that pay. Similarly, employees seek fair promotion policies and practices. Promotion provides opportunities for personal growth, more responsibilities, and increased social status. Individuals who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs (Witt and Nye, 1992).

The matching of job requirement with personality is best articulated in Holland's (1985) personality-fit theory. Holland presents six personality types: realistic, investigative, social, conventional, enterprising, and artistic. He proposes that satisfaction and the propensity to leave a job depends on the degree to which individuals successfully match their personalities to their occupational environment. Studies to replicate Holland's conclusions have been supported by many researchers including Feldman and Arnold (1985).

Employees who find themselves unable to adjust between work and family generally seem to be less satisfied with their jobs as well as their lives. (Perrewe, Hochwarther & Kiewietz, 1999). Fair promotional policies in any organisation become their foundation of growth and enhance job satisfaction. The qualification of the employee must match his job, if he feels that his qualification is not matched with his job, naturally he will be dissatisfied. Some demographic variables, for example, age, race and employment status have been found to be important factors in determining job satisfaction (Sinacore, 1998). It has been observed that routine jobs are boring and they create a type of boredom and monotony. On the other hand, when jobs are challenging in nature, they create an environment of satisfaction. The findings of Jonge, Dollord & Dormann (2000) provide renewed empirical support for the view that high-strain jobs (high demand, low control) are conducive to ill health. Further it appears that active jobs

(high demand, high control) give rise to positive outcomes such as job challenge and job satisfaction.

Organisational politics is a vital part of an organisation (Jonge, et al., 2000) stated that employees' perception of organisational politics was found to have negative relationship on job attitude. When an organisation cares for its employees, it gets their support in return. Organisational investment in employees' well-being results in higher satisfaction amongst employees. Taylor (2000) suggested that job satisfaction is directly related to the company's investment in its employees' well being.

The style of leadership within the organisation also plays an important role in determining employees' level of job satisfaction. (Foels, Driskell, Mullen & Salas, 2000), showed that there was a significant tendency for groups experiencing democratic leadership at work to be more satisfied than groups experiencing autocratic leadership. Increased upward communication and its rewards also results in job satisfaction. Avtigis (2000) indicated that people who reported increased communication and high reward in communication also reported greater relational satisfaction and greater perceived organisational influence.

2.3.4 Person situation fit in organisations:

In an organisational context, organisational behaviour and marketing researchers have approached the notion of 'fit' between the worker and the environment in several ways. (Kristof, 1996) noted that there is a distinction between the organisation itself and the specific task expected of an employee. In general, prior approaches to worker-environment fit can be grouped into two categories:

- 1) fit between the worker and the specific organisation and
- 2) fit between the worker and tasks associated with a particular job (P-J fit). The P-J fit pertains to the degree of match between the personality, skills, and ability of the worker and the requirements of specific jobs or tasks. People select themselves into jobs that best match their abilities

and interests (Wilk, Desmarais & Sackett 1995). Edwards (1991) defines P-J fit as the congruence between the person's ability and the demands of a job. It must be noted that P-J fit is more than just a person's abilities, and it extends to the personality of the worker. Nadler and Tushman (1980) argue that when the demands of the job tasks match the characteristics of the worker, performance is enhanced.

2.3.5 Job satisfaction and organisational commitment:

On the basis of a P-J fit mechanism, service workers who have higher degrees of customer orientation (CO) will express higher levels of job satisfaction (Edwards 1991 and Super, 1953). In contexts in which the primary task is the serving of customer needs, customer-oriented employees fit the service setting better than employees who have lower CO because they are predisposed to enjoy the work of serving customers. Consequently, service-employees who have higher degrees of CO will be more satisfied with their jobs than will employees who have lower CO.

Researchers have investigated the possible relationship between job satisfaction and CO (Hoffman and Ingram 1991, 1992; Pettijohn, and Taylor, 2002). Using the behaviourally oriented selling orientation-customer-orientation (SOCO) scale (Saxe and Weitz 1982) concluded that increasing levels of satisfaction produce higher levels of CO. That is, a customer-oriented service worker is a more natural fit in a service job and, as a result, will experience greater job satisfaction. The direction of causality is a key issue because of the resulting recruiting implications for services managers. If CO is a consequence of job satisfaction, less emphasis can be placed on identifying customer-oriented job prospects. Conversely, if satisfaction results from CO, managers should devote their energy to hiring workers who possess a customer-oriented personality. In their research on organisational market orientation, Kohli and Jaworski (1993), Kohli and Jaworski (1990) found that employees experience

greater commitment to the organisation when they believe the company practices the marketing concept. It can be suggested that the same effect is also found at the individual level for service workers (Donovan, Brown & Mowen, 2004). Service firms implement the marketing concept through their employees. As the service workers experience deeper levels of CO, they will become more committed to the organisation.

Similar to the effects of CO on job satisfaction, it would be expected that customer-oriented employees will fit the job setting better than employees who have lower levels of CO. Consequently, these workers will experience higher levels of commitment to their organisations. Kelley (1992) as well as Pettijohn and Taylor (2002) argue that organisational commitment is an antecedent of CO rather than an outcome of CO. It is the fit of the context and the worker's predisposition toward meeting customer needs that produces the opportunity for organisational commitment to develop. Previous research suggests that job satisfaction has a positive influence on commitment (Brown and Peterson 1993; Decotis and Summers 1987). Thus, the influence of CO on commitment will be partially mediated through satisfaction.

It has been argued that workers disposed to meeting customer needs fit better in a service organisation than do workers who are less disposed toward meeting customer needs. However, different jobs, even in the same organisation, require different amounts of actual time spent with customers. For example, a service worker who has higher levels of CO will be especially satisfied with and committed to a job when that job requires higher amounts of time spent with customers. By contrast, the degree of CO may be less relevant to job outcomes for workers who spend little time in contact with customers. Individual responses are often driven by the interplay of personal and environmental factors rather than either factor alone (Bowers, 1973; Magnusson and Endler, 1977). A person brings certain characteristics with him or her into the situational context, and the resulting behaviours and responses depend on the interaction of the personal characteristics and situational variables.

2.4 Marketing strategy implementation in service firms:

2.4.1 Relationship marketing:

According to Saunders, Saker & Smith (1996), relationship marketing is a logical extension of customer orientation. It extends the belief that it is best to keep customers satisfied because retaining them is easier and cheaper than to attract new customers to replace them. Relationships between customers and business firms have been consistently encouraged as successful business practice worldwide. According to Gruen (1997) business philosophy has shifted from purely economic production orientation to a selling orientation, to a customer and then to societal orientation. Business philosophy has shifted towards a greater focus on relationship marketing.

2.4.2 Market orientation:

Slater and Narver (1995) propose that market orientation involves three behavioural components:

- (1) customer orientation i.e. focuses on customers
- (2) competitor orientation i.e. focuses on competitors
- (3) inter-functional coordination meaning the coordinated use of company resources.

Marketing orientation is also described as a culture that influences how employees act and think (Brooke, 2000). Research on market orientation and organisation strategy done by Porter (1980 and 1985) concluded that organisations with high market orientation tend to be more strategically proactive and connected to their customer within their environments than their counterparts with low market orientation.

The implementation of a marketing strategy in service firms is accomplished through individual service employees and their interaction with customers. Saxe and Weitz (1982) found that a two dimensional

'selling orientation – customer orientation' measure (SOCO) was connected to salesperson performance. They propose that customer-oriented selling is a behavioural concept that refers to "the degree to which sales people practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs. Recently, Brown (2002: 111) defined customer orientation as an "employee's tendency or predisposition to meet customer needs". Kohli and Jaworski (1990) argue that market orientation implies a broad focus on the market avoids political overtones and emphasises inter-functional co-ordination.

2.4.3 Internal marketing:

Some attention has been devoted to internal marketing which incorporates organisational participants whose involvement and support is a requirement for successful and effective marketing strategy implementation (Piercy and Morgan, 1991). This suggests that some consensus in the straight forward proposition that organisational participants such as operational employees in various functions and non marketing managers play a critical role in the implementation of marketing strategies. The risk inherent in ignoring these potential barriers is that marketing strategies will only achieve short-term or superficial changes. To ignore a firm's internal market (i.e. employees) may risk damaging the company's capacity to achieve and improve customer satisfaction in the external market. Recognising the internal market, suggests that there may be a need for a structured and planned internal marketing programme to achieve the effective implementation of customer services and satisfaction management. Customers have to be marketed to employees (Piercy, 1995).

2.4.4 Other studies on the impact of a market-oriented culture on employees:

Lloyd, Harris & Ogbonna (2000) propose that factors such as motivation, satisfaction and commitment are associated with market orientation. Piercy (1989; 1997) maintains that the implementation of a marketing

strategy is dependent on the management of internal power and politics as well as culture. While, a number of marketing theorists have suggested that developing a market-oriented culture does not necessarily lead to high levels of employee satisfaction and commitment, organisational culture theorists have been more direct in their assertions (Lloyd, Harris & Ogbonna, 2000). Developing a market oriented culture can be viewed as a structured means to improve organisational efficiency and effectiveness. In this sense, an attempt to develop a market-oriented culture is one of the many ways in which an organisation may impose cultural control over the attitudes, actions and behaviours of its employees.

Cultural control has been described by Willmott (1993: 522) as 'a medium of domination' and has viewed it as exploitive. Literature on organisational culture management finds evidence that in many cases those employees who fail to comply with the espoused values of management, risk punishment (Ogbonna, 1993; Pascale, 1985). Notwithstanding the suggestions of marketing theorists, it is widely accepted that front-line employees play a major role in developing market orientation (Gummesson, 1991; Kelley, 1992; Harris, 1998). Gummesson (1991: 60) theorises that a market-oriented culture "only comes alive when all members of an organisation" become involved. Thus Gummesson (1990) develops the concept of part-time marketers (PTMs) who carry out marketing support functions outside the marketing function as distinct from full-time marketers (FTMs) who conduct marketing activities within the marketing department within an organisation. This leads Gummesson (1991) to suggest that developing a market-oriented culture frequently fails due to an over-concentration on the full-time functions (FTMs) rather than the part time (PTMs) holistic coordination of marketing.

2.4.5 Marketing challenges in E-banking:

One of the most significant developments in retail banking in recent years has been the development of new distribution channels made possible by technology and innovation. E-banking refers to electronic banking. This

widens competition by allowing major retailers and insurance companies to offer banking services (Boss, 2000). The new technology has implications for the nature of relationships with customers (Zineldin, 2000), in particular because of the lack of social interchange in the relationships (Durkin and Howcroft, 2003). Organisations may have to change structures, cultures and processes to build and maintain customer relationships using the new technology (Hughes, 2003). Competition within the banking industry in the UK has intensified since deregulation (Ennew, 1990; Nellis and Lockart 1995) and this has led to numerous initiatives aimed at becoming more customer focused and improving service quality (Knights and McCabe, 1997). Generally research suggests that financial services organisations have been culturally inward looking and supply driven rather than market led (Durkin and Bennett, 1999). This suggests that while the majority of banking organisations have marketing functions, they fail to recognise the value of organisation-wide marketing variables (Appiah-Adu, 2001).

2.4.6 The implementation issue in marketing strategy:

Traditionally, implementation has been regarded as what follows after new market strategies have been created, plans have been drawn up, approval has been obtained and what remains is simply telling people what to do and waiting for the results. In this sense, implementation is seen as the logistics of getting things organised. In such a view of implementation the following issues predominate:

1. Focus on developing the organisational arrangements needed for the new strategy by allocating responsibilities across departments and units and maybe creating new organisational structures where necessary.
2. Allocating resources in terms of budgets and headcount to support the activities underpinning the strategy to the appropriate parts of the organisation.

3. Producing action lists and action plans to identify people's tactical responsibilities.
4. Developing control systems to monitor outcome performance in sales, market share and profit to evaluate the success of the strategy and to take remedial action if things are not proceeding to plan.

According to (Piercy, 1998) there are substantial problems in approaching implementation in this way. First, it is illogical to plan strategies that are not firmly rooted in the organisational capabilities and yet companies frequently seem to design planning systems to do precisely this. Secondly, organisational structure and resource allocation are important, but on their own they are very weak and usually very slow approaches to organisational change inherent in many new marketing strategies. Third, outcomes such as sales, market share and profit may be the goals, but the driver of these outcomes is likely to be the behaviour of the people in the organisation who impact on what the customer receives in terms of service and quality, which suggests the need to focus on employee orientation and not just on outcomes (Piercy, 1998).

Organisational processes which treat marketing strategy implementation as an afterthought when the real work of generating innovative strategies and writing strategic plans has been done, are counter-productive for a number of reasons:

1. They ignore or underestimate the potential link between market strategy and the company's unique implementation capabilities and weaknesses.
2. They encourage a weak linkage between strategy plans and operating plans.
3. They ignore the hidden but often highly significant 'inner workings' of the organisation such as culture and how it shapes peoples behaviour, boundaries between functions, regions and organisational

interest groups which may provide barriers to communication and cooperation.

According to (Brooke, 2001), the key challenge for management in achieving a competitive advantage lies in the successful implementation of strategy, as opposed to formulation of it. The first stage of defining implementation lies in linking marketing-related employee behaviours to strategies.

2.4.7 Relationship between culture and strategy:

To further understand the role of market orientation in driving strategy and subsequently performance, one must understand the relationship between culture and strategy. The importance of considering culture in the study of strategy and performance has been argued by a number of different researchers. Peter and Waterman (1982), Deal and Kennedy (1982), have all proposed the existence of a relationship between culture, strategy and performance. Peter and Waterman (1982) went so far as to suggest that organisation culture is synonymous with strategy. The culture within a market-oriented organisation motivates behaviours that ultimately forge the strategic orientation of the organisation (Brooke, 2001). According to Brooke, (2001), employee orientation is a key component of organisational culture and the literature to date supports the proposition that there is a fit between culture, strategy, and the context, in which an organisation must operate. Although there are different perspectives concerning the impact of culture in organisations, there are signs of movement toward a consensus of accepting culture as an internal variable that is controllable by organisations (Aaker, 1984). For example, in Aaker's (1984) framework for analysing organisations, culture is considered just another internal variable within the organisation, subject to change as organisational strategy changes. Given that organisational culture is important, it can be concluded that market orientation is a culture that is comprised of a number of behavioural variables, and it is such a culture, when considered

in an integrative context, that manifests in the strategic orientation of the organisation (Brooke 2001).

2.4.8 Relationship between market orientation and marketing strategy:

The culture resident in a market orientation motivates behaviours that ultimately forge the strategic orientation of an organisation. Market orientation and strategic orientation are closely linked.

2.4.9 Factors affecting the effective implementation of marketing strategy:

The published work in this area falls broadly into three categories (Smith, 2003):

- The extent to which strategic marketing planning is used.
- The internal (organisational) mediators of marketing-strategy-making and implementation process.
- The external (market) mediators of marketing-strategy-making process.

Examples of and reasons for, the failure of some organisations to implement strategic marketing are well-documented (Smith, 2003). Broadly, these have been categorised as either 'cognitive' or 'cultural' barriers. In addition, management roles, management cognition in terms of their knowledge of marketing techniques, systems and procedures, resource allocation and data availability are factors to be considered. (Smith, 2003). Ruekert (1992), in an attempt to develop a general framework from social systems theory and resource dependence models, conclude that much of the horizontal interaction among departments is informal. Consequently, it is outside the prescribed structures of the organisation chart, the substantive content of the marketing plan and the formal authority of the marketing and functional managers. Despite the

informal nature of such interactions, their critical role in the successful implementation of marketing strategies is widely recognised (Smith, 2003). Harris (1999) supports the idea that the cultural context is critical to the initiation and implementation of a marketing strategy. This body of work considers many different aspects of the culture and marketing planning interaction but is best summarised as follows: The study finds that six entrenched values appear to have impeded the initiation of planning and implementation within the company. These are reactivity, management activities and practice, compartmentalisation, short-term cost orientation, internal focus and stability (Harris, 1999). Thus, various streams of work, each looking at internal mediators of planning and implementation performance, converge on the underlying significance of culture (Smith, 2003). The connection between tangible barriers to implementation and the firm's beliefs, values and culture suggests that culture is a fundamental root cause of the ineffective implementation of strategic marketing. If tangible barriers, such as lack of resources and extent systems, are simply manifestations of organisational culture, then there is really only one internal barrier to strategic marketing planning and implementation, namely organisational culture (Smith, 2003). This tentative conclusion, based on the empirical observation of failures in strategic marketing planning and implementation, is reinforced by the organisational culture literature, as discussed in the following paragraph.

The literature concerned with organisational culture consists of two very different philosophical traditions. The first, essentially positivist, stems from the earlier body of literature on organisational climate, and is strongly quantitative in its approach. The second, essentially phenomenological, has its origins in anthropology and claims sharp epistemological divisions with the quantitative approach. Despite this philosophical schism, there exists a core of agreement about the nature and significance of organisational culture. Both the positivists and phenomenologists see culture as being "a means by which the organisation aligns itself to the external environment and that it regulates

internal transactions” (Smith, 2003: 294). Similarly, both schools see organisational culture as multi-layered.

A second point of consensus exists between the positivist and phenomenological schools of organisational culture. This is that culture is, as Drucker (1993: 151) puts it, “persistent and pervasive”. Studies of organisational culture support the belief that the phenomenon is very difficult to manage. Legge (1994: 400) holds the view that “the empirical evidence supports the difficulty of cultural change” while Ogbonna (1993: 48) argues that much perceived cultural change is in fact “resigned behavioural compliance”, and not cultural at all.

Where cultural change is achieved, it is usually not the result of dramatic change, but of managing the natural dynamic flux of culture via the use of symbolism. Even if organisational culture were open to easy manipulation, this risks lessening any positive aspects of the extant organisational culture, decreasing organisational efficiency by increasing the intangible costs of internal transactions and other unintended consequences of cultural intervention (Smith, 2003: 295).

Synthesizing the culture and planning mediators’ literature suggests both a cause and mechanism for the effectiveness of marketing strategy process. Strategic marketing planning, acting as an explicit process of alignment between the organisation and the market, necessarily interacts with organisational culture. Either positive or negative interaction may be expected (Smith, 2003). This interaction is seen via systems, structures and other cultural artefacts, but has its roots in the cultural assumptions that underlie those artefacts. Attempts to change organisational culture to support the marketing strategy making and implementation processes are problematic (Smith, 2003). This suggests that the strategy process effectiveness might be linked to, and achieved by an adaptation of the process of culture. This concept of fit between marketing-strategy-making and implementation process and culture is well supported by other researchers (Smith, 2003). According to Smith, (2003: 299) some researchers either implicitly or explicitly recognise planning and culture as

two parallel and interacting processes for internal/external alignment and call for “a culture-driven contingency approach”. This is consistent with studies in the organisational behaviour literature, which also correlates the fit between the organisational culture and the planning process with organisational effectiveness: “All other things being equal, the greater the total degree of congruence between the various components (of an organisation), the more effective will be organisational behaviour at multiple levels” (Smith, 2003: 300).

Also noteworthy: “For better or worse a corporate culture has a major impact on a company’s ability to carry out objectives and plans, especially when the company is changing strategic direction” (Smith, 2003: 300).

Similarly, the idea of culturally congruent planning is consistent with theories that management skills are culturally specific and that strategy formulation must recognise behavioural as well as mechanical aspects of organisational processes (Smith, 2003).

Other researchers (Deal and Kennedy, 1982) have pointed to the observed importance of organisational culture to strategy formation and implementation, without referring specifically to the alignment function of both the phenomenon and the management process. More specifically, the existence of appropriate organisational values as a prerequisite to marketing effectiveness has been identified, and is at the root of the marketing orientation literature. There is a clear association between marketing orientation and performance (Smith, 2003).

Finally, the concept that the marketing strategy process is affected by the level of market orientation is supported by the work showing that both rational and incremental processes operate in market-oriented companies (Smith, 2003). Hence according to Smith (2003) a very broad body of literature supports the idea that the effectiveness of any marketing strategy making and implementation process is related to its fit with the organisational context, at the root of which is pervasive and persistent organisational culture. This concept is not new. It was one of the conclusions in strategic marketing planning of an early PhD study

according to (Smith, 2003). A mismatch between culture and marketing process would suggest at least a partial explanation for the limited adoption of a known contributor to organisational success. This consideration of internal factors is not likely, however, to be a complete explanation of marketing strategy making and implementation process effectiveness. To do so would imply that external market factors are of no importance. The importance of external market factors in mediating marketing strategy making and implementation processes is briefly discussed in the following section.

2.4.10 External mediators of the effectiveness of marketing strategy implementation:

Both the marketing strategy literature and the broader strategic management literature point to the need to consider external mediators and their impact on the strategy implementation process. Two broad themes emerge as being especially relevant. The first is the impact of market turbulence and the second is the significance of market complexity.

2.4.11 Research Proposition:

There is a relationship between employee orientation (satisfaction) and the implementation of a successful marketing strategy.

CHAPTER 3: RESEARCH METHODOLOGY:

3.1 Statement of the problem:

The linkage between non-marketing employee orientation and its impact on the implementation of a marketing strategy has not been fully understood in the banking sector. In order to understand whether a relationship exists, this linkage needs to be investigated. The banking sector makes use of a functional structure, which invariably results in departments working in isolation. By understanding whether a relationship exists between non-marketing employee orientation (human resource data) and how this affects the implementation of a marketing strategy, management can take steps to focus on employee orientation in order to improve the organisation's performance.

In order to gain an understanding of how non-marketing employee orientation impacts the implementation of a marketing strategy, the following sub-problems were identified:

- The measurement of employee orientation. Refer to appendix 2 for employee orientation questionnaire.
- The measurement of the success of implementing a marketing strategy. Refer to appendix 1 for strategy implementation questionnaire.

In order to determine employee orientation the literature was reviewed to develop a list of factors that influence employee orientation. From the literature it is clear that the level of employee satisfaction is a major component of employee orientation. As a result, factors affecting employee satisfaction were used to gauge employee orientation. Another justification for using employee satisfaction as a measure of employee orientation is the model proposed by Bennett, (2001). In this model, 'satisfaction' (Figure 2.3) is considered to be a feedback variable so it can be used as an overall indication of employee orientation (Bennett, 2001).

The employee orientation questionnaire for this research was designed using factors affecting employee satisfaction.

To measure the success of implementing a marketing strategy, bank managers were requested to give feedback via a questionnaire on the most recent marketing strategy implemented in their branch. In order to determine whether non-marketing employee orientation influences the implementation of a marketing strategy, the data from both questionnaires were compared to establish whether a linkage exists.

3.2 Sampling:

Five major banks were chosen (Standard Bank, Nedbank, ABSA, FNB and Peoples Bank). Employees who were not involved in marketing strategy planning at branch level were the target population (relevant sample). By selecting employees who had not been involved in marketing strategy planning, the study makes use of the purposive sampling technique. The study was carried out with branches of the banks located in Kwazulu Natal. In particular, branches within the Ethekwini Municipality were chosen due to convenience. Five branches of each bank were approached.

3.3 Questionnaire design:

Two questionnaires were designed. The first measured employee orientation and the second measured the success of a marketing strategy. These questionnaires were tested on a pilot sample to determine their usefulness and to ensure that no questions were unclear, too complex and ambiguous.

For the purpose of this research the questionnaire designed to measure employee orientation was adapted from a questionnaire developed by 'The Business Research Lab' (2003). A five point Likert scale with answers ranging from 'strongly disagree' to 'strongly agree' was used. The following major themes that influence employee orientation were identified from the literature study in Chapter 2 and were used in the questionnaire

to measure employee orientation 1) Overall satisfaction 2) Leadership and planning 3) Corporate Culture 4) Communication 5) Career development 6) Employee role 7) Recognition and rewards 8) Teamwork and cooperation 9) Working conditions 10) Immediate supervisor 11) Training program 12) Benefits 13) Job satisfaction 14) Human resources policies 15) Concern for employees 16) Concern for customers 17) Loyalty and commitment.

The second questionnaire was designed for the bank managers. The purpose of the questionnaire was to determine how successful the most recent marketing strategies have been at the implementation phase. Personal contact was made with each branch manager to explain the purpose of the study and permission was requested to carry out the survey.

Once permission was granted, copies of the questionnaires were given to the branch manager to distribute amongst employees. After the questionnaires were completed, the data was captured as an Excel spreadsheet. This was then given to a statistician who generated frequencies, means and carried out statistical analyses such as reliability and ANOVA. The data from the two questionnaires were analysed using the z- test. From the statistical information, graphs were then generated.

3.4 Limitations of the study:

From the literature study it is clear that 'employee orientation' is a very complex construct. Employees personal attributes have an influence on employee orientation, but was not measured due to its complexity. Bank managers were asked to rate the success of the most recent marketing strategy that was implemented in their branch. Due to the fact that exact financial data was not accessible for a study of this nature, managers were asked to rate the marketing strategy rather than measuring its success in financial terms which has an element of subjectivity attached to it.

CHAPTER 4: RESEARCH RESULTS

This chapter presents the results from the two survey questionnaires. Section 4.1 begins with an analysis of the response rate (Table 4.1.1) followed by frequency calculations of the biographical data from the employee orientation questionnaire (Table 4.1.2 to 4.1.7). Section 4.2 contains frequency calculations and statistical tests for the marketing strategy questionnaire. In Section 4.3 the employee orientation questionnaire is tested for reliability (Table 4.3.1) followed by a table of means (Table 4.3.2) for the various dimensions used to assess employee orientation. Table 4.3.3 shows the analysis of variance for the various dimensions between groups in the employee orientation questionnaire and Table 4.3.4 shows the means of the various dimensions per bank used to assess employee orientation. By combining data from the two questionnaires, Table 4.3.5 was generated. From Table 4.3.5 various graphs (Table 4.3.5a; b; c; d; e; f) were generated to present information from the questionnaires graphically. In Section 4.4 marketing strategy success is compared to the level of employee satisfaction.

4.1 Response rate and frequency calculations for biographical data for the employee orientation questionnaire:

Five branches from each bank were chosen and the response rate was as follows See table 4.1.1

Table 4.1.1 – Response rate

	No. of branches approached	No. of branches that responded	Percentage response (%)
ABSA	5	3	60
FNB	5	3	60
Nedbank	5	3	60
Peoples Bank	5	3	60
Standard	5	4	80
Total	25	16	64%

There was a 60% response rate (branches per bank) from ABSA; FNB; NEDBANK and Peoples Bank, while that of Standard Bank was 80%.

It was not possible to determine the response rate of employees, because all of the Standard Bank managers decided that information regarding the number of staff members should not be made available. It was decided not to pursue asking other banks their staff complements.

Frequencies for data collected from the employee orientation questionnaire:

Table 4.1.2 shows the number of responses of employees from the various banks (160 responses from employees in total).

Table 4.1.2: Distribution of respondents per bank

BANK		
	Frequency	Percent
ABSA	30	18.8
FNB	20	12.5
Nedbank	20	12.5
Peoples Bank	36	22.5
Standard	54	33.8
Total	160	100.0

In the sample, 33.8% of respondents were from Standard bank, 22.5% were from Peoples Bank, 18.8% of respondents were from ABSA and 12.5% each were from FNB and Nedbank.

Table 4.1.3 shows the number of responses per department.

Table 4.1.3: Number of respondents per department

Department		
	Frequency	Percent
Unknown	7	4.4
Teller	45	28.1
Business Banking	5	3.1
Enquiries	27	16.9
Forex	1	.6
Personal Loans	31	19.4
Service Centre	44	27.5
Total	160	100.0

The responses indicate that the banking employees ranged across a wide range of non-marketing functions, with the majority (more than 50%) of responses coming from tellers (28.1%) and the service centre (27.5%)

Table 4.1.4: Frequency of the various job titles of the employees surveyed

Job Title		
	Frequency	Percent
Unknown	10	6.3
Business Managers Ass	10	6.3
Personal Banker	16	10.0
Banking Assistant	3	1.9
Consultant	50	31.3
Float	21	13.1
Personal Banking Assistant	2	1.3
Sales Assistant	3	1.9
Teller	45	28.1
Total	160	100.0

From the table 6.3% of respondents did not indicate job titles, 31% of respondents were consultants while 28.1% were tellers and 10% of respondents were personal bankers.

Table 4.1.5: Age group - frequency of employees surveyed.

Age (years)		
	Frequency	Percent
	3	1.9
Under 21	32	20.0
21-34	60	37.5
35-44	48	30.0
45-54	16	10.0
55 or older	1	.6
Total	160	100.0

The majority of the respondents were between 21 and 44 years of age. That is 37.5% of the respondents were between 21 and 34 years, 30% were between 35 and 44 years while 10% were between 45 and 54 years and 20% were under 21 years of age.

Table 4.1.6: Frequency of the various race groups in the sample surveyed

Race		
	Frequency	Percent
Unknown	2	1.3
Asian	30	18.8
Black	42	26.3
Coloured	34	21.3
Foreign	1	.6
White	51	31.9
Total	160	100.0

From the table it can be seen that 31.9% of respondents were White while 26.3% were Black, 21.3% were Coloured and 18.8% Asian.

Table 4.1.7: Gender frequency of employees surveyed

Gender		
	Frequency	Percent
Unknown	4	2.5
Female	111	69.4
Male	45	28.1
Total	160	100.0

Majority of the respondents (69.4%) were female and 28.1% were male and 2.5% did not indicate their gender.

4.2 Frequencies for data collected from bank managers (Marketing strategy questionnaire):

Section 4.2 analyses the data from the marketing strategy questionnaire.

Table 4.2.1: The number of branches per bank and the gender ratio of bank managers

		Count	Table %
Name of Bank	ABSA	3	18.8%
	FNB	3	18.8%
	Nedbank	3	18.8%
	Peoples Bank	3	18.8%
	Standard	4	25.0%
Gender	F	8	50.0%
	M	8	50.0%

Three branches from ABSA, FNB, Nedbank and Peoples Bank participated, while four Standard bank branches participated. There was a 50% split between male and female managers.

Table 4.2.2 shows the type of the marketing strategy employed. It was deliberately requested from each branch manager from the same institution to provide data on the same marketing strategy as his/her counterparts. The reason for this was to be able to keep the marketing strategy constant across each bank.

Table 4.2.2: Frequency of marketing strategy employed by each bank

Marketing Strategy

	Frequency	Percent
Cell phone banking	3	18.8
Launch of MTN banking product	4	25.0
Savings Accounts	3	18.8
Selling of mortgage bonds	3	18.8
Selling of personal -short term	3	18.8
Total	16	100.0

Table 4.2.3a: A breakdown of responses to Questions 1 to 4 from the marketing strategy questionnaire

	Strongly disagree		Disagree		Neither		Agree		Strongly agree	
	Count	Table %	Count	Table %	Count	Table %	Count	Table %	Count	Table %
Q1 Communication from Head Office regarding the implementation of the two marketing strategies was good.	0	.0%	1	6.3%	1	6.3%	11	68.8%	3	18.8%
Q2 Advertising and promotions used for these strategies were useful.	0	.0%	0	.0%	1	6.3%	8	50.0%	7	43.8%
Q3 Staff training was adequate for the implementation of the above strategies	0	.0%	1	6.3%	0	.0%	13	81.3%	2	12.5%
Q4 All branch requirements were met before the implementation of the strategy	0	.0%	1	6.3%	0	.0%	13	81.3%	2	12.5%

In table 4.2.3.a, it is evident that the majority of the managers agreed/strongly agreed with the statements. Later in the analysis, Table 4.2.4a, the responses in the “Strongly Disagree” and “Disagree” categories were combined to form a single “Disagree” category, whilst the “Agree” and “Strongly Agree” categories were combined to form a single “Agree” category, to avoid the problem of empty cells in further analysis.

Table 4.2.3b: The one sample chi-square Goodness-of-fit test statistic for data from Table 4.2.3a

Test Statistics			
	Chi-Square	df	p
Q1 Communication from Head Office regarding the implementation of the two marketing strategies was good.	17.000	3	.001
Q2 Advertising and promotions used for these strategies were useful.	5.375	2	.068
Q3 Staff training was adequate for the implementation of the above strategies	16.625	2	.000
Q4 All branch requirements were met before the implementation of the strategy	16.625	2	.000

The one-sample chi-square tests whether the proportions of responses within each question are significantly different from a uniform distribution. The significance level where $p < 0.05$ is used for interpretation. The one-sample chi-square compares the observed to the expected distribution under the assumption of a uniform distribution and calculates the chi-square value and its associated p value.

For example, Q1: It is observed that the majority of respondents selected Agree over other options. This result is statistically significant since $p < 0.05$.

Table 4.2.4a: The reduced three-point Likert scale results

	Disagree		Neutral		Agree	
	Count	Table %	Count	Table %	Count	Table %
Q1_ Communication from Head Office regarding the implementation of the two marketing strategies was good.	1	6.3%	1	6.3%	14	87.5%
Q3_ Advertising and promotions used for these strategies were useful.	1	6.3%	0	.0%	15	93.8%
Q2_ Staff training was adequate for the implementation of the above strategies	0	.0%	1	6.3%	15	93.8%
Q4_ All branch requirements were met before the implementation of the strategy	1	6.3%	0	.0%	15	93.8%

The results in Table 4.2.4a show that at least 87.5% of managers agreed that communication from head office was good, 93.8% agreed that advertising and promotions were useful, 93.8% agreed that staff training was adequate and 93.8% agreed that all branch requirements were met before the implementation of the strategy.

Table 4.2.4b: The one sample chi-square Goodness-of-fit test statistic for data from Table 4.2.4a

Test Statistics

	Chi-Square	df	p
Q1_ Communication from Head Office regarding the implementation of the two marketing strategies was good.	21.125	2	.000
Q3_ Advertising and promotions used for these strategies were useful.	12.250	1	.000
Q2_ Staff training was adequate for the implementation of the above strategies	12.250	1	.000
Q4_ All branch requirements were met before the implementation of the strategy	12.250	1	.000

The results of the one-sample chi-square test in Table 4.2.4b show that the differences in the proportion of responses who agreed compared to those who strongly agreed or were neutral to Q1 to Q4 were statistically significant ($p < 0.05$).

Tables 4.2.3a and 4.2.4a indicate that majority agreed to statements. Tables 4.2.3b and 4.2.4b indicate that the results are statistically significant.

Table 4.2.5a: Overall count for responses to questions 5 and 6 from the bank managers

	20% successful		40% successful		60% successful		80% successful		100% successful	
	Count	Table %	Count	Table %	Count	Table %	Count	Table %	Count	Table %
Q5 How would you rate the success of the strategy that was implemented?	0	.0%	0	.0%	7	43.8%	9	56.3%	0	.0%
Q6 How many marketing strategies (in percentage terms) implemented in the last 12 months were successful in your branch?	0	.0%	0	.0%	6	37.5%	10	62.5%	0	.0%

The results in Table 4.25a show that success rate was perceived to be between 60 and 80%.

Table 4.2.5b: Cross tabulation for Question 5 from the marketing strategy questionnaire

Name of Bank * How would you rate the success of the strategy that was implemented? Crosstabulation

			How would you rate the success of the strategy that was implemented?		Total
			60% successful	80% successful	
Name of Bank	ABSA	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	FNB	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	Nedbank	Count	0	3	3
		% within Name of Bank	.0%	100.0%	100.0%
	Peoples Bank	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	Standard	Count	1	3	4
		% within Name of Bank	25.0%	75.0%	100.0%
	Total	Count	7	9	16
		% within Name of Bank	43.8%	56.3%	100.0%

Two in three managers from ABSA, FNB and Peoples Bank rated the success of the strategy as 60%, while one in three rated the success as 80%. All the managers at Nedbank rated the success at 80%. At Standard Bank, a one in four managers rated the success as 60% while three-quarters rated the success as 80%.

Table 4.2.5c: Cross tabulation of the question 6 from the marketing strategy questionnaire

Name of Bank * How many marketing strategies (in percentage terms) implemented in the last 12 months were successful in your branch? Crosstabulation

			How many marketing strategies (in percentage terms) implemented in the last 12 months were successful in your branch?		Total
			60% successful	80% successful	
Name of Bank	ABSA	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	FNB	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	Nedbank	Count	0	3	3
		% within Name of Bank	.0%	100.0%	100.0%
	Peoples Bank	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	Standard	Count	0	4	4
		% within Name of Bank	.0%	100.0%	100.0%
Total	Count	6	10	16	
	% within Name of Bank	37.5%	62.5%	100.0%	

Tables 4.2.5a; 4.2.5b and 4.2.5c show that the success of marketing strategies for all banks was rated between 60% and 80%.

Table 4.2.6: Cross tabulation for whether communication from head office regarding the implementation of the marketing strategies was good.

Name of Bank * Communication from Head Office regarding the implementation of the two marketing strategies was good. Cross tabulation

			Communication from Head Office regarding the implementation of the two marketing strategies was good			Total
			Disagree	Neutral	Agree	
Name of Bank	ABSA	Count	0	1	2	3
	FNB	Count	0	0	3	3
	Nedbank	Count	0	0	3	3
	Peoples Bank	Count	0	0	3	3
	Standard	Count	1	0	3	4
Total		Count	1	1	14	16

One in four managers from Standard Bank disagreed that communication from head office was good, while three in four felt that communication was good. Peoples Bank, Nedbank and FNB managers all agreed that communication was good. Two out of three ABSA managers agreed that communication was good and one of the three responded neutrally.

Table 4.2.7: Cross tabulation for the question whether advertising and promotions used for the marketing strategies were useful

Name of Bank * Advertising and promotions used for these strategies were useful
Crosstabulation

			Advertising and promotions used for these strategies were useful.		Total
			Disagree	Agree	
Name of Bank	ABSA	Count	0	3	3
	FNB	Count	0	3	3
	Nedbank	Count	0	3	3
	Peoples Bank	Count	0	3	3
	Standard	Count	1	3	4
Total		Count	1	15	16

One in four managers at Standard Bank disagreed that advertising and promotions were useful, while three in four felt that advertising and promotions were useful. ABSA, FNB, Nedbank and Peoples Bank managers agreed that promotions and advertising were useful.

Table 4.2.8: Cross tabulation for whether staff training was adequate for the implementation of the strategies

Name of Bank * Staff training was adequate for the implementation of the above strategies Crosstabulation

			Staff training was adequate for the implementation of the above strategies		Total
			Neutral	Agree	
Name of Bank	ABSA	Count	0	3	3
	FNB	Count	0	3	3
	Nedbank	Count	0	3	3
	Peoples Bank	Count	1	2	3
	Standard	Count	0	4	4
Total		Count	1	15	16

Managers from ABSA, FNB, Nedbank and Standard Bank agreed that staff training was adequate for the implementation of marketing strategies. Two out of three managers from People Bank agreed that staff training was adequate, while one manager responded neutrally.

Table 4.2.9: Cross tabulation for whether all branch requirements were met before the implementation of the strategy

Name of Bank * All branch requirements were met before the implementation of the strategy Cross tabulation

			All branch requirements were met before the implementation of the strategy		Total
			Disagree	Agree	
Name of Bank	ABSA	Count	0	3	3
	FNB	Count	0	3	3
	Nedbank	Count	0	3	3
	Peoples Bank	Count	0	3	3
	Standard	Count	1	3	4
		% within Name of Bank			
Total			1	15	16

Tables 4.2.6 to 4.2.9 show that majority of respondents from each of the banks agreed with the statements. However, it was not possible to calculate statistical significance because of small sample size in the marketing strategy questionnaire where there was only one response per branch because the questions were posed to the manager only.

Table 4.2.10: Descriptive statistics for Questions 1 to 4 posed to the bank managers

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Communication from Head Office regarding the implementation of the two marketing strategies was good.	16	2	5	4.00	.730
Advertising and promotions used for these strategies were useful.	16	3	5	4.37	.619
Staff training was adequate for the implementation of the above strategies	16	2	5	4.00	.632
All branch requirements were met before the implementation of the strategy	16	2	5	4.00	.632
Valid N (listwise)	16				

The mean scores in Table 4.2.10 show overall agreement/positive perceptions towards each of the four statements.

4.3 Analysis of Employee orientation data:

Section 4.3 analyses the data from the employee orientation questionnaire.

Table 4.3.1 – Reliability test for the employee orientation questionnaire (continued over three pages)

Reliability				
Item-total Statistics				
	Scale	Scale	Corrected	
	Mean	Variance	Item-	Alpha
	if Item	if Item	Total	if Item
	Deleted	Deleted	Correlation	Deleted
Q1A	316.0253	4647.1331	.8117	.9899
Q1B	316.0759	4652.8604	.7657	.9899
Q1C	316.0570	4668.2069	.7204	.9899
Q1D	316.0000	4669.8981	.7337	.9899
Q1E	315.8165	4676.6604	.7087	.9899
Q1F	315.9367	4658.8240	.7691	.9899
Q1G	315.8608	4674.1970	.7291	.9899
Q1H	316.0696	4652.1544	.8280	.9899
Q4A	315.8987	4658.3846	.7848	.9899
Q4B	315.9937	4666.1465	.7820	.9899
Q4C	316.0380	4655.1068	.8222	.9899
Q4D	315.9620	4669.6546	.7784	.9899
Q4E	316.0506	4662.3668	.7445	.9899
Q4F	316.1139	4658.9806	.7547	.9899
Q4G	316.0633	4651.6775	.7924	.9899
Q4H	315.9557	4673.8643	.7156	.9899
Q4I	315.7975	4674.2772	.7447	.9899
Q4J	315.9367	4669.5119	.7296	.9899
Q4K	315.9810	4652.7576	.7991	.9899
Q5A	316.2595	4652.5501	.7789	.9899
Q5B	316.0633	4656.3272	.8056	.9899
Q5C	316.1709	4674.4101	.6435	.9900
Q5D	316.1203	4664.4886	.7482	.9899
Q5E	316.1203	4673.8390	.6763	.9900
Q5F	316.1835	4648.4820	.8076	.9899
Q6A	316.1203	4658.1702	.7899	.9899
Q6B	315.8481	4675.5054	.7280	.9899
Q6C	315.9873	4669.3374	.7567	.9899
Q6D	315.8481	4691.4035	.6561	.9900
Q6E	315.9114	4672.2087	.7095	.9899
Q6F	315.9430	4660.0923	.7522	.9899
Q6G	316.0506	4654.4688	.7916	.9899
Q6H	315.9494	4667.3732	.7703	.9899
Q7A	316.2658	4663.9416	.6803	.9900
Q7B	316.2848	4660.4598	.7227	.9899
Q7C	316.0759	4691.0515	.6333	.9900
Q7D	316.1709	4676.1935	.6413	.9900
Q7E	316.2532	4688.5597	.5205	.9901
Q7F	316.0063	4652.4777	.7924	.9899

Table 4.3.1 continued.				
Q8A	316.0190	4647.2799	.8232	.9899
Q8B	316.0759	4664.9241	.7393	.9899
R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)				
Item-total Statistics				
	Scale	Scale	Corrected	
	Mean	Variance	Item-	Alpha
	if Item	if Item	Total	if Item
	Deleted	Deleted	Correlation	Deleted
Q8C	315.8987	4682.2317	.7089	.9899
Q8D	316.0316	4668.3366	.7386	.9899
Q8E	315.9367	4668.5692	.7243	.9899
Q9A	316.2089	4664.2172	.7214	.9899
Q9B	316.0823	4662.2161	.8019	.9899
Q9C	315.9873	4691.4521	.6772	.9900
Q9D	316.0063	4688.7197	.6843	.9900
Q9E	316.0380	4678.7247	.6866	.9900
Q9F	316.1266	4684.9011	.5924	.9900
Q10A	316.0633	4649.3463	.8034	.9899
Q10B	315.8924	4668.3132	.7836	.9899
Q10C	315.9304	4680.6894	.7254	.9899
Q10D	315.8987	4681.6203	.7181	.9899
Q10E	315.9051	4680.3158	.6867	.9900
Q10F	315.9051	4664.0865	.7497	.9899
Q10G	315.9937	4668.9745	.7494	.9899
Q10H	315.9114	4676.3488	.7345	.9899
Q11A	316.1013	4657.8878	.7941	.9899
Q11B	316.0443	4660.3229	.7989	.9899
Q11C	315.9114	4686.8838	.6939	.9900
Q11D	316.1203	4663.2784	.7764	.9899
Q11E	315.9114	4689.3297	.6577	.9900
Q12A	316.1962	4663.9549	.7237	.9899
Q12B	316.2025	4677.6912	.6763	.9900
Q12C	316.1835	4696.1635	.5860	.9900
Q12D	316.2405	4690.5660	.5792	.9900
Q12E	316.2152	4682.5139	.6203	.9900
Q13A	316.1835	4650.1253	.8125	.9899
Q13B	315.9557	4681.5585	.7034	.9900
Q13C	316.0759	4667.6502	.7927	.9899
Q14A	316.2215	4655.2691	.7928	.9899
Q14B	316.0190	4688.6175	.6778	.9900
Q14C	316.1646	4668.7880	.7685	.9899
Q15A	316.2089	4657.8351	.7846	.9899
Q15B	316.1519	4687.4290	.5980	.9900
Q15C	316.2278	4660.2662	.7964	.9899
Q16A	316.0316	4654.2347	.7772	.9899
Q16B	315.9684	4660.5913	.8082	.9899
Q16C	315.8924	4688.2368	.6709	.9900
Q16D	315.8861	4690.3564	.6798	.9900
Q16E	315.8861	4692.3181	.6183	.9900
R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)				

Table 4.3.1 continued				
Item-total Statistics				
	Scale	Scale	Corrected	
	Mean	Variance	Item-	Alpha
	if Item	if Item	Total	if Item
	Deleted	Deleted	Correlation	Deleted
Q16F	315.9684	4662.1964	.7841	.9899
Q16G	315.9430	4675.2643	.7169	.9899
Q16H	315.8987	4675.4929	.7222	.9899
Reliability Coefficients				
N of Cases = 158.0 N of Items = 85				
Alpha = .9901				

The alpha score in Table 4.3.1 shows a high degree of internal consistency and stability, in other words, the questionnaire is reliable.

Table 4.3.2: Descriptive statistics for each dimension in the employee orientation questionnaire

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Level of satisfaction	159	1.00	5.00	3.8160	.92090
Communications	160	1.00	5.00	3.8142	.88735
Career Development	160	1.00	5.00	3.6458	.96583
Your Role	160	1.00	5.00	3.8422	.87410
Recognition and Rewards	160	1.00	5.00	3.6156	.96043
Teamwork and Cooperation	160	1.00	5.00	3.8038	.90740
Working Conditions	160	1.00	5.00	3.7219	.82474
Your immediate Supervisor	159	1.00	5.00	3.8593	.90070
Training Program	160	1.00	5.00	3.7813	.86491
Benefits	159	1.00	5.00	3.5899	.90394
Job Satisfaction	160	1.00	5.00	3.7229	.93029
Human Resources/ Personnel Policies	160	1.00	5.00	3.6583	.91722
Concern for Employees	160	1.00	5.00	3.6000	.94414
Concern for Customers	160	1.00	5.00	3.8641	.84039
Valid N (listwise)	158				

The subscales reflected in the above table were derived by averaging the items relating to the subscales. Various questions relating to the theme made up each subscale. (E.g. the question posed to employees on communication had eleven sub questions). The combined means for each of the dimensions in Table 4.3.2 are above 3.5. This indicates that respondents had a positive orientation towards each dimension. Note that the 1 meant that employees strongly disagreed with statements, 2 meant that employees disagreed, 3 meant that employees were neutral to the statement, 4 meant that employees agreed and 5 meant that employees strongly agreed to statements.

In order to test whether there were significant differences in the perceptions of employees between the banks regarding the sub dimensions of the employee orientation questionnaire; a one-way ANOVA was performed, as shown in table 4.3.3. The subscales reflected in Table 4.3.3 were derived by averaging the items relating to each subscale.

Table 4.3.3: One-way ANOVA over banks for combined questions in employee orientation questionnaire

ANOVA		F	p
Level of satisfaction	Between Groups	.660	.621
Communications	Between Groups	.475	.754
Career Development	Between Groups	.647	.630
Your Role	Between Groups	1.487	.209
Recognition and Rewards	Between Groups	1.214	.307
Teamwork and Cooperation	Between Groups	.688	.601
Working Conditions	Between Groups	.294	.881
Your immediate Supervisor	Between Groups	1.252	.292
Training Program	Between Groups	.162	.957
Benefits	Between Groups	1.624	.171
Job Satisfaction	Between Groups	.301	.877
Human Resources/ Personnel Policies	Between Groups	.286	.887
Concern for Employees	Between Groups	.271	.896
Concern for Customers	Between Groups	1.211	.308

The results in Table 4.3.3 show that there are no differences between banks on the sub-dimensions of the employee orientation questionnaire. ($p > 0.05$)

Table 4.3.4: Means of the various dimensions used to assess employee orientation for each bank.

Descriptives		Standard Bank	ABSA	Nedbank	FNB	Peoples Bank	Total
Level of satisfaction	N	53	30	20	20	36	159
	Mean	3.9316	3.6042	3.8875	3.8438	3.7674	3.8160
	Std. Deviation	.92429	.91508	.86498	.99164	.92782	.92090
Communications	N	54	30	20	20	36	160
	Mean	3.8788	3.6515	3.8955	3.9182	3.7500	3.8142
	Std. Deviation	.90324	.97360	.84526	.97685	.77912	.88735
Career Development	N	54	30	20	20	36	160
	Mean	3.4938	3.6389	3.7000	3.8500	3.7361	3.6458
	Std. Deviation	1.12944	.87437	.72265	1.03294	.86039	.96583
Your Role	N	54	30	20	20	36	160
	Mean	4.0394	3.6000	3.9188	3.8063	3.7257	3.8422
	Std. Deviation	.85707	.93737	.75030	.97119	.82744	.87410
Recognition and Rewards	N	54	30	20	20	36	160
	Mean	3.4105	3.6889	3.6417	3.6083	3.8519	3.6156
	Std. Deviation	1.15230	.87618	.89716	.95249	.69782	.96043
Teamwork and Cooperation	N	54	30	20	20	36	160
	Mean	3.8000	3.5800	3.9200	3.8200	3.9222	3.8037
	Std. Deviation	.96192	.96897	.89065	1.01546	.71118	.90740
Working Conditions	N	54	30	20	20	36	160
	Mean	3.6481	3.6667	3.8167	3.7833	3.7917	3.7219
	Std. Deviation	.82776	.87756	.75877	.95834	.76155	.82474
Your immediate Supervisor	N	53	30	20	20	36	159
	Mean	4.0472	3.6417	3.9563	3.8000	3.7431	3.8593
	Std. Deviation	.93484	.94272	.83830	.96859	.78828	.90070
Training Program	N	54	30	20	20	36	160
	Mean	3.8259	3.6933	3.8600	3.7600	3.7556	3.7813
	Std. Deviation	.91861	.89863	.82360	.94613	.76362	.86491
Benefits	N	53	30	20	20	36	159
	Mean	3.4113	3.4867	3.7400	3.5700	3.8667	3.5899
	Std. Deviation	.94740	.95799	.90635	.95206	.71234	.90394
Job Satisfaction	N	54	30	20	20	36	160
	Mean	3.8148	3.5889	3.7333	3.6667	3.7222	3.7229
	Std. Deviation	.95971	.89991	.81363	1.10818	.89974	.93029
Human Resources/ Personnel Policies	N	54	30	20	20	36	160
	Mean	3.6235	3.5667	3.8333	3.6500	3.6944	3.6583
	Std. Deviation	.93398	.97143	.89508	1.01725	.83333	.91722
Concern for Employees	N	54	30	20	20	36	160
	Mean	3.5741	3.5778	3.7667	3.6833	3.5185	3.6000
	Std. Deviation	1.00610	.91782	.85224	1.04560	.89600	.94414
Concern for Customers	N	54	30	20	20	36	160
	Mean	4.0023	3.6792	3.9500	3.9750	3.7014	3.8641
	Std. Deviation	.79224	.92480	.80029	.96023	.77706	.84039

The mean value (>3) indicates that for all dimensions employees generally agreed to statements. The differences observed are not statistically significant. In order to determine the relationship between employee orientation and the success rate of a marketing strategy, the data from table 4.2.5b and 4.3.4 were combined into table 4.3.5.

Table 4.3.5: Combination of data from Table 4.2.5b and 4.3.4

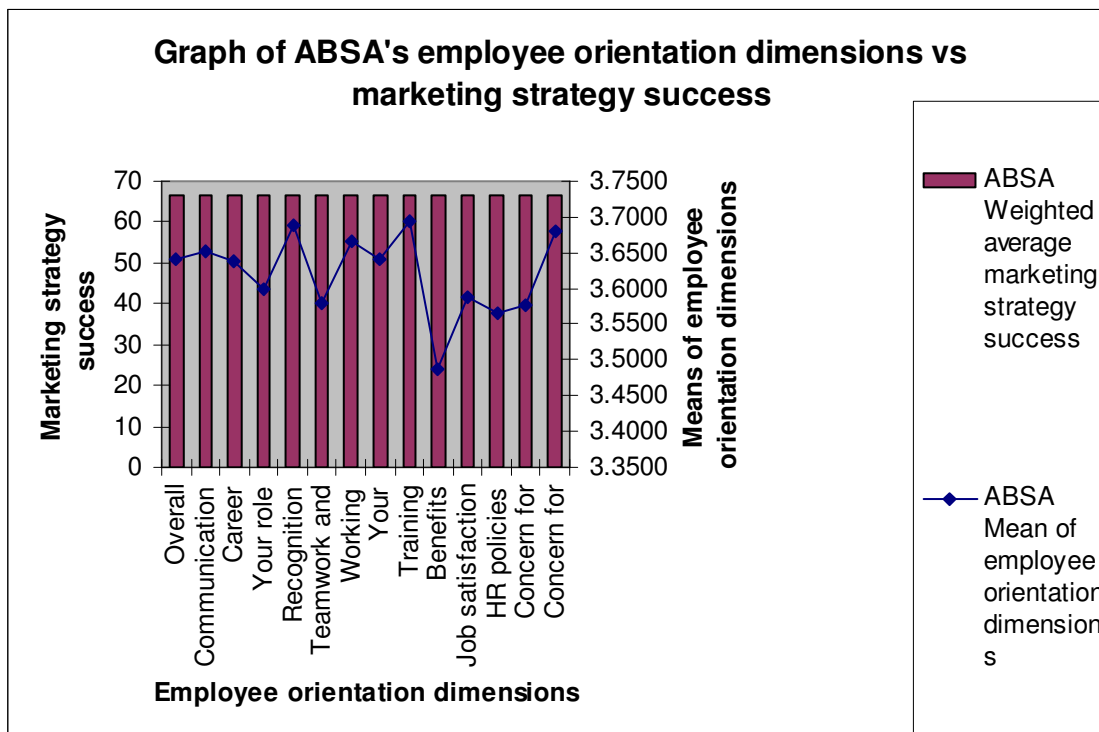
Data on strategy success for each bank and means of employee orientation data										
	ABSA	ABSA	STD BANK	STD BANK	Nedbank	Nedbank	FNB	FNB	Peoples Bank	Peoples Bank
	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions
Overall satisfaction level	66.66	3.6402	75	3.9316	80	3.8875	66.66	3.8438	66.66	3.7674
Communication	66.66	3.6515	75	3.8778	80	3.8955	66.66	3.9182	66.66	3.7500
Career development	66.66	3.6389	75	3.4938	80	3.7000	66.66	3.8500	66.66	3.7361
Your role	66.66	3.6000	75	4.0394	80	3.9188	66.66	3.8063	66.66	3.7257
Recognition and reward	66.66	3.6889	75	3.4105	80	3.6417	66.66	3.6083	66.66	3.8519
Teamwork and cooperation	66.66	3.5800	75	3.8000	80	3.9200	66.66	3.8200	66.66	3.9222
Working conditions	66.66	3.6670	75	3.6481	80	3.8167	66.66	3.7833	66.66	3.7917
Your immediate supervisor	66.66	3.6417	75	4.0472	80	3.9563	66.66	3.8000	66.66	3.7431
Training program	66.66	3.6933	75	3.8259	80	3.8600	66.66	3.7600	66.66	3.7556
Benefits	66.66	3.4867	75	3.4113	80	3.7400	66.66	3.5700	66.66	3.8667
Job satisfaction	66.66	3.5889	75	3.8148	80	3.7330	66.66	3.6667	66.66	3.7222
HR policies	66.66	3.5667	75	3.6235	80	3.8333	66.66	3.6500	66.66	3.6944
Concern for employees	66.66	3.5778	75	3.5741	80	3.7667	66.66	3.6833	66.66	3.5185
Concern for customers	66.66	3.6792	75	4.0023	80	3.9500	66.66	3.9750	66.66	3.7014
		ABSA		STD		NED		FNB		P/Bank
Average of means		3.6215		3.7500		3.8300		3.7668		3.7534

Bank marketing strategy success %		66.66		75.00		80.00		66.66		66.66
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From Table 4.3.5, Figures 4.3.6a to 4.3.6f have been plotted to investigate a possible link between employee orientation and marketing strategy success. Note that in Table 4.3.3 (ANOVA table), $p > 0.05$ means that there were no significant differences between the various employee orientation dimensions among banks.

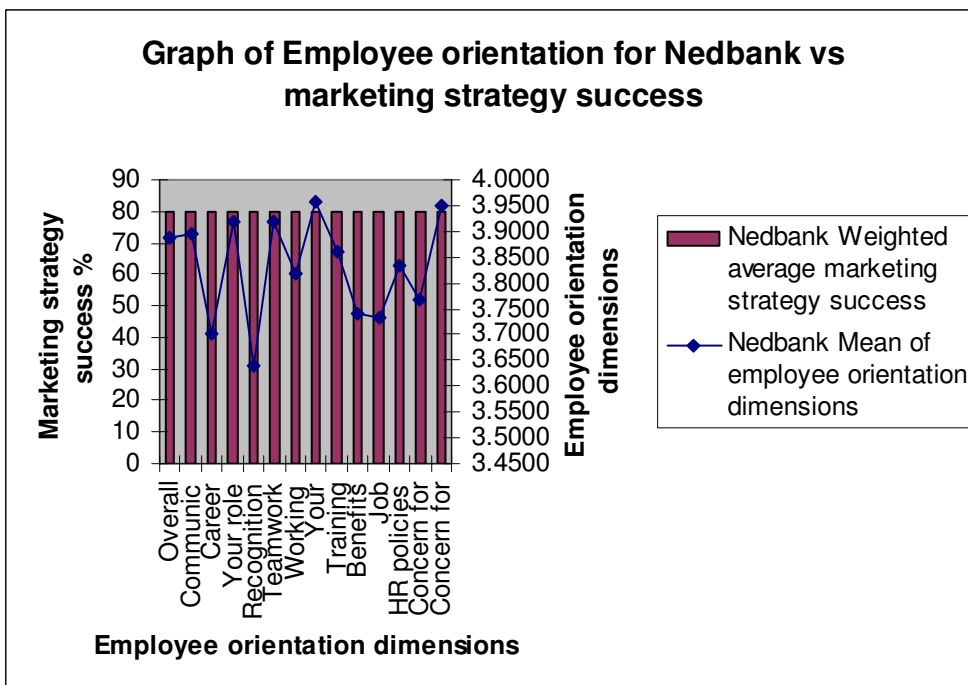
In Figure 4.3.6a the employee orientation dimensions for ABSA's employees are plotted with its 66.6% weighted average marketing strategy success. It can be seen that a minimum of 3.487 from the average of employee orientation dimensions was obtained, indicating a positive employee orientation.

Figure 4.3.6a: ABSA's employee orientation vs. marketing strategy success



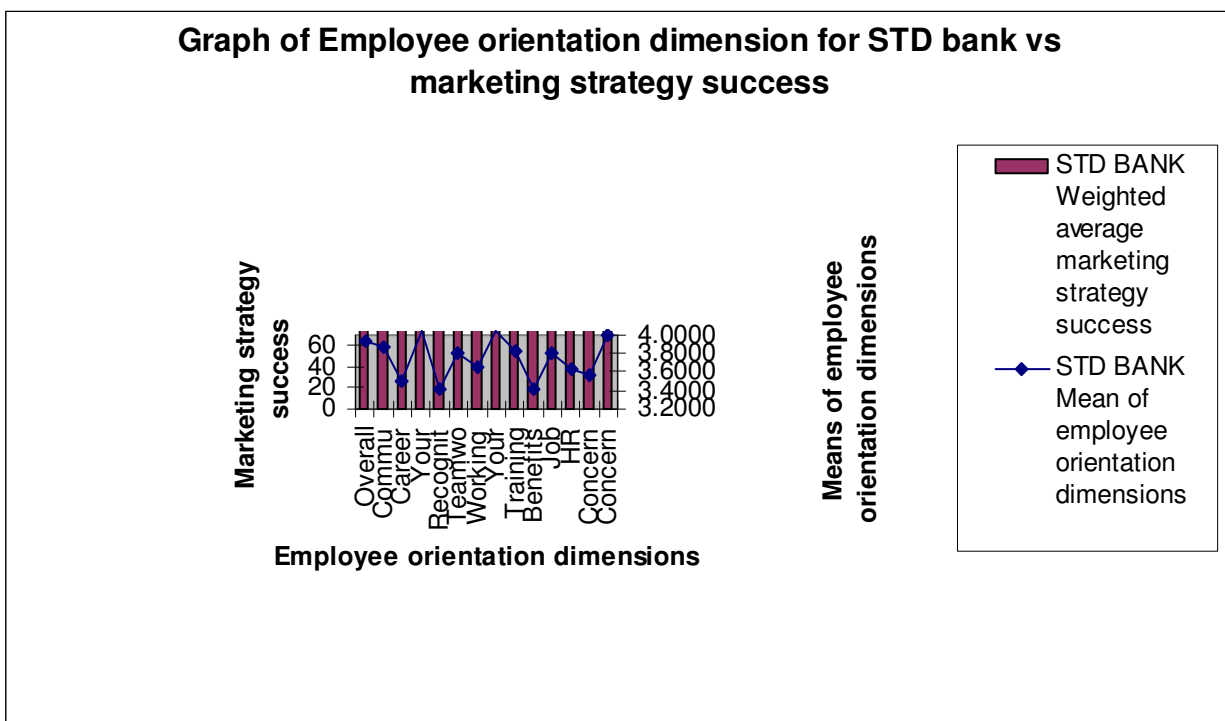
In Figure 4.3.6b the employee orientation dimensions for Nedbank employees are plotted with its 80% weighted average marketing strategy success. It can be seen that a minimum of 3.6417 from the average of employee orientation dimensions was obtained indicating a positive employee orientation.

Figure 4.3.6b: Employee orientation for Nedbank vs. marketing strategy success



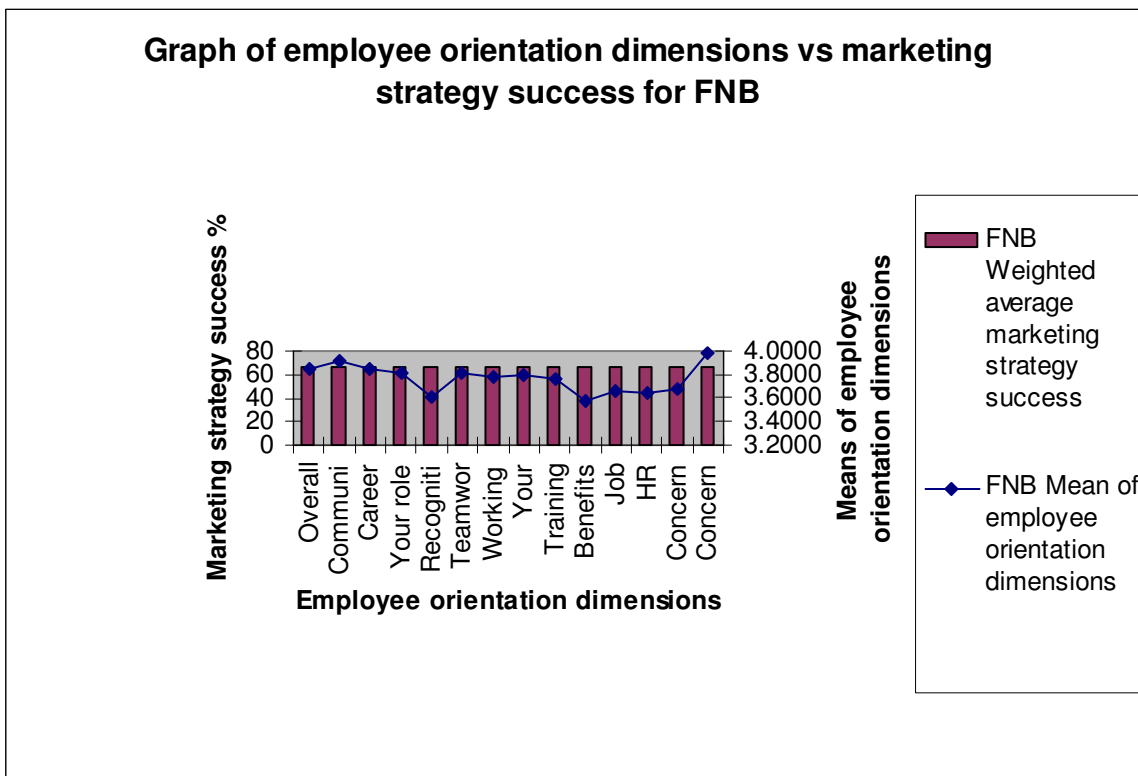
In Figure 4.3.6c the employee orientation dimensions for Standard bank employees are plotted with its 75% weighted average marketing strategy success. It can be seen that a minimum of 3.4105 from the average of employee orientation dimensions was obtained indicating a positive employee orientation.

Figure 4.3.6c: Employee orientation dimensions for Standard Bank vs. marketing strategy success



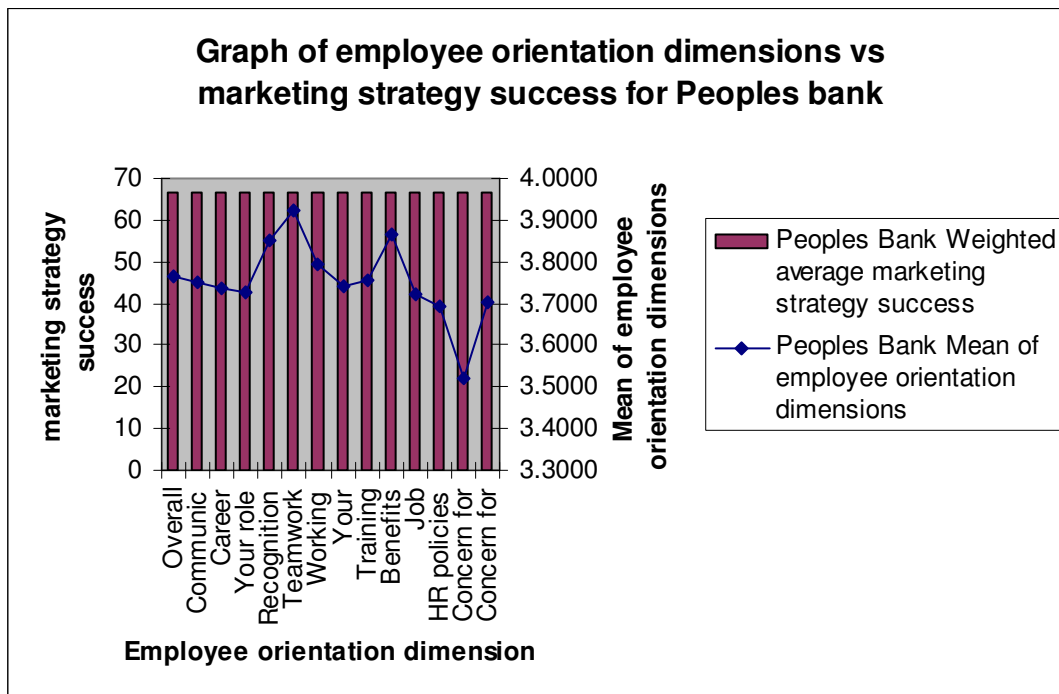
In Figure 4.3.6d the employee orientation dimensions for FNB employees are plotted with its 66.66% weighted average marketing strategy success. It can be seen that a minimum of 3.7668 from the average of employee orientation dimensions was obtained indicating a positive employee orientation.

Figure 4.3.6d: Employee orientation for FNB vs. marketing strategy success.



In Figure 4.3.6e the employee orientation dimensions for Peoples Bank employees are plotted with its 66.6% weighted average marketing strategy success. It can be seen that a minimum of 3.5185 from the average of employee orientation dimensions was obtained, indicating a positive employee orientation.

Figure 4.3.6e: Employee orientation dimensions vs. marketing strategy success for Peoples Bank.



It can be seen that Nedbank had an 80% marketing success rate and a higher average of the means of the employee orientation 3.9299, compared to all other banks that had in between 66.66 and 75% marketing success with averages of employee orientation means of 3.6214 and 3.7667. This is shown in Figure 4.3.6f.

Figure 4.3.6f: Average of employee orientation means vs. marketing strategy success for all banks.

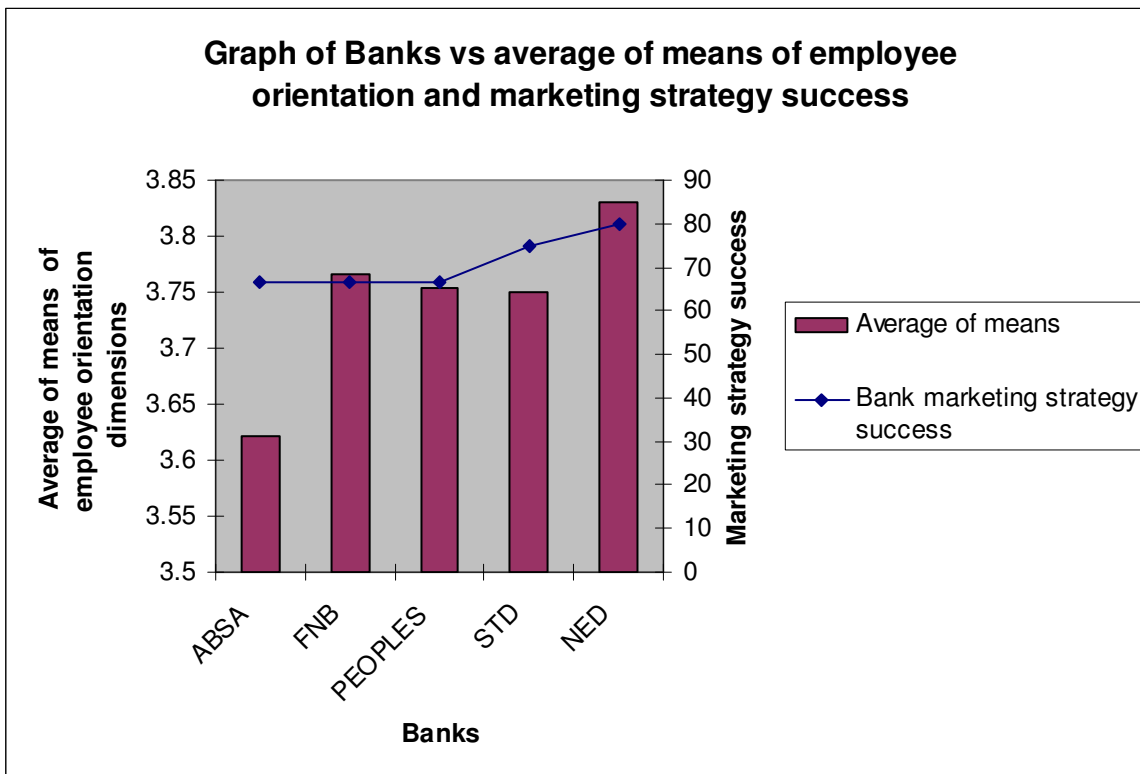


Figure 4.3.6f indicates that a positive employee orientation represented by employees agreeing to statements results in a 60-80 % success in marketing strategy implementation as perceived by branch managers.

4.4 Employee orientation versus marketing strategy success:

Table 4.4.1a gives the results of the t-test, which tested whether branch managers and employees perceived quality of communication similarly.

Table 4.4.1a: Comparing the questions relating to communication from the two samples (Equal variances not assumed).

Marketing Strategy	Q1	Mean 4.00 Std dev 0.73 n= 16	t=0.973 p=0.3338
Employee Orientation	Q4	Mean 3.81 Std dev 0.88 n=160	

The results show that on average, the mean perceptions of employees and branch managers are not significantly different.

It would be informative to know whether there is a relationship between the perception of employees and managers. The question that arises is whether employees of a branch whose managers do not perceive communication from head office as effective, will have a lower mean perception of the quality of communication, compared to employees from a bank where the managers perceive the communication from the bank as effective. The results are given in Table 4.4.1b.

Table 4.4.1b: Results of F-test and t-test for different groups of managers.

Q4: Communication	Q1=4	Q1=5
	n=11	n=3
Mean	3.756	3.945
Standard deviation	0.276	0.591
F-test for equal variances	F=0.241	p=0.053
T-test assuming equal variances	T=-0.874	p=0.200

The results indicate that at 5% level of significance, there are no significant differences between the mean perceptions of employees for the two groups of managers (the eleven managers that perceived communication from head office at 4 on a five-point scale, compared to the three managers that perceived communication from head office at 5 on

a five-point scale. (One manager perceived a 2, one a 3 and they were excluded in this analysis.

Table 4.4.2a analyses managers' perception of whether training is adequate before the strategy is implemented to how employees felt about training in general.

Table 4.4.2a: Comparing the questions relating to training from the two samples (Equal variance not assumed).

Marketing Strategy	Q3	Mean 4.00 Std dev 0.632 n= 16	t=1.628 p=0.1070
Employee Orientation	Q11	Mean 3.78 Std dev 0.86 n= 160	

The results show that there was no significant difference in the perceptions of managers and employees with regards to training.

In order to determine whether there is a relationship between the perception of managers and employees regarding training. The question is whether employees of a branch whose managers do not believe that training was adequate, will have a lower mean perception of training, compared to employees from a bank where the manager perceives that training was adequate. The results are given in table 4.4.2.b.

Table 4.4.2b: Results of F-test and T-test for different groups of managers:

Q11 Training	Q3=4	Q3=5
	n=11	n=3
Mean	3.756	3.945
Standard deviation	0.308	0.265
F-test for equal variances	F = 1.346	p = 0.502
T-test assuming equal variances	T = -0.970	p = 0.175

The results indicate that at a 5% level of significance, there are no significant differences between the mean perceptions of employees for the two groups of managers. (The eleven managers that perceived training to be adequate, 4 on the 5-point scale, compared to three managers that perceived training to be adequate at 5 on the 5-point scale. Note that two managers rated the adequacy of training below 4 and they were excluded from the analysis.

Tables 4.4.1a &b and 4.4.2a &b compare the two questionnaires. The p-value indicates no significant difference in the dimensions ($p>0.05$). By selecting similar questions from both questionnaires and comparing the means, it is seen in Table 4.4.1a that good communication from strategy makers is associated with positive employee orientation. Note that in Table 4.2.6, across all banks, the strategies were accompanied by 87.5% of managers agreeing that communication was good from head office regarding the strategies that were implemented. This shows correspondence with the question posed to employees (mean of 3.81) which indicated that employees agreed that communication was good.

Table 4.4.2a shows that training requirements were met before the strategies were implemented. This also corresponds with employees perceptions towards training (an average of 3.78 indicates a positive orientation towards training).

Table 4.4.3: Analysis of the overall satisfaction of employees**1. Overall satisfaction**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20% Very dissatisfied	12	7.5	7.5	7.5
	40%	17	10.6	10.7	18.2
	60%	39	24.4	24.5	42.8
	80%	42	26.3	26.4	69.2
	100% Very satisfied	49	30.6	30.8	100.0
	Total	159	99.4	100.0	
Missing	System	1	.6		
Total		160	100.0		

Table 4.4.3 shows that the majority of employees (30.8%) were “100% satisfied” and 26.4% were “80% satisfied”. Combining the “20% very dissatisfied” employees to the “40% satisfaction” level, it can be concluded that the entire sample, 18.2% of employees were not satisfied.

The mean in Table 4.4.4 confirms that the overall level of satisfaction was high.

Table 4.4.4: Descriptive statistics for overall employee satisfaction**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
1. Overall satisfaction	159	1	5	3.62	1.236
Valid N (listwise)	159				

The mean indicates that overall employee satisfaction was above 60%.

A comparison of perceived marketing strategy success and employee satisfaction is shown in Table 4.4.5. It shows the T-test and F-test for Q1 from the employee orientation questionnaire and Q5 in the marketing strategy questionnaire.

The questions being compared are:

Q5. How would you rate the success of the strategy that was implemented?

Q1. Overall, how satisfied are you with your employer?

Comparison of employee satisfaction means to strategy success rate:

Table 4.4.5: Results of T-test and F-test for different groups of managers for question one (from the employee orientation questionnaire) and question 5 (from the marketing strategy questionnaire)

Q1: Overall satisfaction with employer	Q5=60	Q5=80
	n=7	n=9
Mean	3.493	3.703
Standard deviation	0.424	0.382
F-test for equal variances	F=1.236	p=0.380
T-test assuming equal variances	T=-1.042	p=0.157

The results show that at 5% level of significance, there are no significant differences between the mean perceptions of employees regarding overall satisfaction for the two groups of managers (9 managers rated strategy success at 80% and 7 managers rated strategy success at 60%). This means that a 60 to 80% marketing strategy success rate corresponded to employees overall satisfaction having means of 3.493 and 3.703 respectively. (The scale used for overall employee satisfaction was 1=20% very dissatisfied; 2= 40% satisfied; 3=60% satisfied; 4= 80% satisfied and 5 = 100% satisfied), meaning that employees were in between 60 and 80% satisfied.

Table 4.4.6 shows the comparison of the means of employee satisfaction (Q1 in employee orientation questionnaire) at 60% and 80% successful implementation of the marketing strategy (Q6 in the marketing strategy questionnaire)

The questions being compared are:

Q6. How many marketing strategies (in percentage terms) implemented in the last 12 months were successful in your branch?

Q1. Overall, how satisfied are you with your employer?

Table 4.4.6: Results of T-test and F-test for different groups of managers for question 1 (from employee orientation questionnaire) and question 6 (from marketing strategy questionnaire)

Q1: Overall satisfaction with employer	Q6=60	Q6=80
Mean	n=6 3.425	n=10 3.723
Standard deviation	0.365	0.421
F-test for equal variances	F=1.329	p=0.334
T-test assuming equal variances	T=-1.495	p=0.079

The results show that at 5% level of significance, there are no significant differences between the mean perceptions of employees for the two groups of managers (10 managers rated strategy success at 80% and 6 managers rated strategy success at 60%).

It also means that marketing strategies that have been implemented in the last 12 months with a 60 to 80% success rate were accompanied by mean employee satisfaction levels of 3.425 and 3.723 respectively implying that employee satisfaction ranged in between 60 and 80%, (The scale used for overall employee satisfaction was 1=20% very dissatisfied; 2= 40% satisfied; 3=60% satisfied; 4= 80% satisfied and 5 = 100% satisfied).

CHAPTER 5: CONCLUSION; DISCUSISION RECOMMENDATIONS:

5.1 Conclusion:

Figure 4.3.6f indicates that a positive employee orientation, represented by employees agreeing to statements, relates to a 60 to 80% success in marketing strategy implementation as perceived by branch managers. From Table 4.4.5 and 4.4.6, the F- test and t-test shows that there are no significant differences between the mean perception of employees for overall satisfaction and groups of respondents perceiving a 60% or 80% marketing strategy success rate. Note that the means showed that employees experienced a satisfaction level of 60 to 80% (mean for overall satisfaction is between 3 and 4). This indicates that a linkage between non-marketing employee orientation and a successful marketing strategy is present. This indicates that a 60 to 80% marketing strategy success rate can be correlated to employee satisfaction levels of 60 to 80%, but it must be noted that other factors also affect the implementation of a marketing strategy. From the literature study, these factors are referred to internal mediators such as management influence and external mediators such as market turbulence and market complexity.

Tables 4.4.1a and 4.4.2a compare the two questionnaires. The p-value indicates no difference in the dimensions ($p>0.05$). By selecting similar questions from both questionnaires and comparing the means, it is seen in Table 4.4.1a that good communication from strategy makers correlates to a positive employee orientation. Note that in table 4.2.6, across all banks, the strategies were accompanied by 87.5% of managers agreeing that communication was good from head office regarding the strategies to be implemented. This correlates to the question posed to employees (mean of 3.81) indicating that employees agreed that communication was good.

Table 4.4.2a shows that training requirements were met before the strategies were implemented. This correlates to employees' perception

towards training where an average of 3.78 indicates a positive orientation towards training.

Examining the statistics in Table 4.3.3, there is no difference between banks regarding the employee orientation dimensions ($p>0.05$). It is worth noting that all banks surveyed has a marketing success rate of between 60-80% and combining the means for each of the employee orientation dimensions in Table 4.3.2 (showing that respondents “agreed” to statements indicating a positive orientation) shows that there is a linkage between positive employee orientation and the successful implementation of a marketing strategy. However this study did not have data showing how negative employee orientations impact on the implementation of a marketing strategy.

It was not possible to identify any other pattern when comparing the marketing strategy success rate to employee orientation levels.

5.2 Discussion:

Traditionally, implementation has been regarded as what follows after new market strategies have been created, plans have been drawn and approval has been obtained. What then happens is that people are then told what to do and the results are awaited. According to (Piercy, 1998) there are some substantial problems in approaching implementation in this way. First it is illogical to plan strategies that are not firmly rooted in the organisational capabilities and yet organisations frequently seem to design planning systems to do precisely this. This study indicates that employee orientation does have an impact on the implementation of a marketing strategy in the banking industry. It is thus important for banks to take cognisance of employee orientation as people are important when building organisational capabilities.

According to (Brooke, 2001), the first stage of defining strategy implementation lies in the linking of marketing-related employee behaviours to strategies. In addition Brooke, (2001) states that employee orientation is a key component of organisational culture and the literature

to date supports the proposition that there is a fit between culture, strategy, and the context in which an organisation must operate. The findings of this research can be aligned to Brooke's statement since employee orientation triggers certain behaviours which, if not aligned to the overall strategic plan, can impact negatively on implementation. In addition, the study shows that employees performing support functions cannot be ignored in terms of their input towards achieving organisational goals and objectives.

From the literature review, external and internal mediators play a significant role in marketing strategy implementation, and the major themes identified are market turbulence, market complexity and management influence. From this study employee orientation is an important internal variable to consider because of its influence on strategy implementation

Electronic banking has posed a major challenge to the banking industry. One of the most significant developments in retail banking in recent years has been the development of new distribution channels made possible by technology and innovation. This widens competition by allowing major retailers and insurance companies to offer banking services (Boss, 2000). The new technology has implications for the nature of relationships with customers in particular because of the lack of social interchange in the interaction (Durkin and Howcroft, 2003). This indicates that the competitive environment and technological environment in the banking industry is dynamic. In Table 4.3.2 employees indicated a positive orientation to customers, which is a healthy state of affairs amidst the changing business landscape.

Past research by (Jaworski and Kohli, 1993, Sigauw, Brown and Widing, 1994), show that senior employee orientation is important for organisational performance. This study has shown that non-marketing

employee orientation is as important as that of senior employees since it impacts on the implementation of marketing strategy.

5.3 Recommendations:

The study has shown that non-marketing employee orientation does indeed impact on the implementation of a marketing strategy. It is therefore important for executives to take cognisance of this linkage and to ensure employees have the correct orientation aligned to the marketing strategy. The implication of this is that the marketing and human resource functions must be aligned in order to achieve common organisational goals and objectives. This study was not able to determine the impact of negative employee orientation within the banking service. It would therefore be interesting to carry out a similar study with branches that do not perform well.

All race groups have been fairly represented in this study, however, the sample size of 160 employees may be too small to be able to generalise the findings. A common feedback from respondents was that the questionnaire was too long. This perhaps resulted in a less than expected and a slow response rate. By combining employee orientation dimensions, the questionnaire can be made friendlier. In addition, personal factors that affect employee orientation were not considered in the above study. It is recommended that a sample from a particular bank be studied over a period of time and this study should include both the job, situational and personal factors. The reason for carrying out the study over a longer time period is that personal and situational factors are dynamic and changes might affect employee orientation.

In order to be able to use the findings above in other service industries, the study can be replicated.

The employee orientated questionnaire and the marketing strategy questionnaire should also be designed using the same scale in order to make comparisons easier. It would also be important to use actual

financial data when analysing marketing strategy success as this would eliminate subjectivity.

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Marketing Strategy implementation questionnaire:

I am a third year student at the University of South Africa. I am studying the linkage between "employee orientation" and its impact on the implementation of a marketing strategy. I have chosen the banking sector and humbly ask your permission to conduct a survey with you and your staff. All the information gathered will be collated to gather trends and will not be published without your permission. The outcome of the study pertaining to your bank will be made available to you if you so desire.

Bank Managers Name:

Name of Bank:

Gender:

Male M

Female F

Branch:

Number of employees in the branch:

Date:

Consider the last marketing strategy that you implemented in this branch and answer the questions below:

Briefly describe the marketing strategy that you implemented:

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1) Communication from Head Office regarding the implementation of the two marketing strategies was good.	1	2	3	4	5
2) Advertising and promotions used for these strategies were useful.	1	2	3	4	5
3) Staff training was adequate for the implementation of the above strategies	1	2	3	4	5
4) All branch requirements were met before the implementation of the strategy	1	2	3	4	5
5) How would you rate the success of the strategy that was implemented?	20% successful	40% successful	60% successful	80% successful	100% successful
6) How many marketing strategies (in percentage terms) implemented in the last 12 months were successful in your branch?	20% successful	40% successful	60% successful	80% successful	100% successful
7) In your opinion what must be done to improve the success of implementing marketing strategies in your branch?					

Appendix 2: Employee orientation questionnaire:									
<p>Please take a few minutes to complete this survey. Your specific answers will be completely confidential, but your views, in combination with those of others, are extremely important. I am a masters student at UNISA studying the linkage between employee orientation and its impact on the implementation of marketing strategy. Your participation is highly appreciated.</p>									
Questionnaire to measure employee orientation									
Demographic Data (Cross the relevant grid)									
Name									
Department	Enquire	Service	Personal	banking B	Forex -F	Tellers -T			
Job Title	Float F	Teller T	Consultant C	Personal Banker B	Business Managers Assistant A	Banking assistant BA	Sales Assistance -S		
Age (years)	Under 21 A	21-34 B	35-44 C	45-54 D	55 or older E				
Race	Black B	White W	Coloured C	Asian A	Foreign F				
Gender	Male M	Female F							
1. Overall, how satisfied are you with your employer? (Please circle one number)									
					Very Dissatisfied				Very Satisfied
					1 =20%	2 =40%	3 =60%	4 =80%	5 =100%
2. Leadership and Planning									
					Strongly Disagree	Disagree	agree or disagree	Agree	Strongly Agree
I have confidence and trust in the leadership of this organisation.					1	2	3	4	5
Management does not play favourites					1	2	3	4	5
Management does not "say one thing and do another"					1	2	3	4	5
There is adequate planning of corporate objectives.					1	2	3	4	5
I agree with the organisations strategy and mission.					1	2	3	4	5
3. Corporate Culture									
					Strongly Disagree	Disagree	agree or disagree	Agree	Strongly Agree
Service quality is top priority with this organisation.					1	2	3	4	5
Individual initiative is encouraged at this bank.					1	2	3	4	5
Employees have sufficient support from its management.					1	2	3	4	5
4. Communications									
					Strongly Disagree	Disagree	agree or disagree	Agree	Strongly Agree
The organisation's corporate communications are frequent enough					1	2	3	4	5
I feel I can trust what my employer tells me.					1	2	3	4	5
There is adequate communication between departments.					1	2	3	4	5
General communication with employees is good.					1	2	3	4	5
Your views are respected.					1	2	3	4	5
Your views are listened to					1	2	3	4	5
You are involved in future plans that will affect you					1	2	3	4	5
Team meetings are useful and productive					1	2	3	4	5
You know about the organisation and what it is trying to achieve.					1	2	3	4	5
I am satisfied with the communication I receive throughout the year from					1	2	3	4	5
The organisation believes in open communication					1	2	3	4	5

Appendix 2:

					Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
5. Career Development									
I have a clearly established career path at this organisation.					1	2	3	4	5
I have opportunities to learn and grow.					1	2	3	4	5
Job promotions at this organisation are fair and objective					1	2	3	4	5
The organisation makes an effort to help employees improve themselves					1	2	3	4	5
I am satisfied with my future prospects for promotion					1	2	3	4	5
Overall I am satisfied with my career development in this organisation.					1	2	3	4	5
6. Your Role					Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
I am given enough authority to make decisions I need to make.					1	2	3	4	5
I feel I am contributing to the organization's mission.					1	2	3	4	5
I have the materials and equipment I need to do my job well.					1	2	3	4	5
You know what is expected of you within your job role.					1	2	3	4	5
My job makes good use of my skills and abilities					1	2	3	4	5
My job is personally rewarding					1	2	3	4	5
I find my work interesting and challenging.					1	2	3	4	5
I leave work often with a feeling of accomplishment about the work I did					1	2	3	4	5
7. Recognition and Rewards					Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
If I do good work I can count on making more money					1	2	3	4	5
If I do good work I can count on being promoted					1	2	3	4	5
I feel I am valued in this organisation.					1	2	3	4	5
The organisation gives enough recognition for work that is well done.					1	2	3	4	5
My salary is fair for my responsibilities.					1	2	3	4	5
Showing initiative is encouraged					1	2	3	4	5
8. Teamwork and Cooperation					Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
I feel part of a team working towards a shared goal.					1	2	3	4	5
"Politics" at this company are kept to a minimum.					1	2	3	4	5
The people I work with are friendly and helpful					1	2	3	4	5
There is good cooperation among members of my work group					1	2	3	4	5
I am satisfied with the work performance of the people with whom I work					1	2	3	4	5

				Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
9. Working Conditions								
I believe my job is secure				1	2	3	4	5
My physical working conditions are good.				1	2	3	4	5
Deadlines are realistic				1	2	3	4	5
My workload is reasonable				1	2	3	4	5
I can keep a reasonable balance between work and personal life.				1	2	3	4	5
My work is stressful				1	2	3	4	5
10. Your immediate Supervisor				Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
My supervisor treats me fairly				1	2	3	4	5
My supervisor treats me with respect				1	2	3	4	5
My supervisor handles my work-related issues with respect.				1	2	3	4	5
My supervisor asks me for my input to help decisions.				1	2	3	4	5
My supervisor is an effective manager.				1	2	3	4	5
You can ask for advice and support from your supervisor				1	2	3	4	5
My supervisor encourages my work group to work as a team.				1	2	3	4	5
I receive sufficient support from my supervisor				1	2	3	4	5
11. Training Program				Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
The bank provided as much initial training as I needed.				1	2	3	4	5
The bank provides as much ongoing training as I need.				1	2	3	4	5
You are trained and developed to effectively carry out your job				1	2	3	4	5
You appraisal helps you in planning for the future				1	2	3	4	5
You get constructive feedback on your performance				1	2	3	4	5
12. Benefits				Strongly Disagree	Disagree	agree nor disagree	Agree	Strongly Agree
I am satisfied with the amount of vacation				1	2	3	4	5
I am satisfied with the sick leave policy				1	2	3	4	5
I am satisfied with the amount of health care paid for				1	2	3	4	5
Overall I am satisfied with my benefit package				1	2	3	4	5
Compared to other banks, I am satisfied with my benefit package.				1	2	3	4	5
13. Job Satisfaction				Strongly Disagree	Disagree	agree nor	Agree	Strongly Agree
Your job is fulfilling and it measures up to what I thought it would be when I was hired				1	2	3	4	5
This is a good organisation to work for				1	2	3	4	5
All in all, I am satisfied with my job				1	2	3	4	5

14. Human Resources/Personnel Policies					Strongly Disagree	Disagree	agree nor	Agree	Strongly Agree
Human Resources/Personnel policies in the organisation are clearly defined					1	2	3	4	5
Information about Human Resources/Personnel policies is easily obtained					1	2	3	4	5
I am satisfied with the organisations Human Resource/Personnel policies					1	2	3	4	5
15. Concern for Employees					Strongly Disagree	Disagree	Neither agree	Agree	Strongly Agree
The bank provides me the opportunity to improve my professional knowledge					1	2	3	4	5
Senior managers frequently visit my department					1	2	3	4	5
Senior management is concerned about the employees					1	2	3	4	5
16. Concern for Customers					Strongly Disagree	Disagree	Neither agree	Agree	Strongly Agree
Members of my group have the skills to provide best customer service					1	2	3	4	5
The organisation gives its customers what it promises in its advertising					1	2	3	4	5
Administrative policies and practices promote the most effective customer service					1	2	3	4	5
This organisation is committed to quality and service for the customer					1	2	3	4	5
Employees of this organisation show an attitude of genuinely caring about customers					1	2	3	4	5
I would want to be a customer of this organisation					1	2	3	4	5
Customer satisfaction is critical to the banks success.					1	2	3	4	5
Employees are trained to be customer focused.					1	2	3	4	5
17. How long do you plan to continue with your career with the bank? (D)					Less than a year A=1	One to two years B=2	five years C=3	five years D=4	know E=5
18. Would you recommend employment at this bank to a friend?					Definitely not A=1	Probably not B=2	Maybe C=3	Probably would D=4	Definitely would E=5
19. What can the bank do to increase your satisfaction as an employee?									

The role of employee orientation in marketing strategy implementation in the South African banking industry

**Academic Programme:
Masters of Business Leadership (MBL)**

**Article
Submitted by:
Deonath Punwassi
3060-251- 3
November 2005**

**Supervisor: C. Strasheim
UNISA School of Business Leadership**

**Contact Details
Address: 2 Pamir Street, Shallcross, 4093
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CHAPTER 6: ARTICLE FOR PUBLICATION:

Abstract:

In order to determine whether a linkage exists between employee orientation and a successful marketing strategy, a literature study was conducted on the constructs 'employee orientation' and 'marketing strategy implementation'. As a means of measuring employee orientation, job variables that affect employee satisfaction were used. Personal and situational factors were omitted from these variables. The outcome of the study is that a linkage in fact exists between employee orientation and successful marketing strategy implementation. It was found that there are no significant differences between the means of respondents who perceive a 60% or 80% marketing strategy success rate and the means of employees who indicated a satisfaction level of 60 to 80% (mean for overall satisfaction is between 3 and 4).

Key words:

Employee orientation; non-marketing employees.

Introduction:

Modern strategic human resource management theory argues that human resources are key elements in building competitive advantage because they represent firm-specific resources that are distinctive (important, rare and hard to duplicate). The business environment is characterised by constant change and within the financial services sector there has been diversification on a vast scale, with varying degrees of success.

Financial services are increasingly viewed as products and the various branch networks as channels of distribution. The competition between banks has become a major battleground for consumers' financial services expenditure and banks are increasingly adopting retailing concepts and techniques. The term 'retail banking' has become firmly established in the vocabulary of the industry. The concepts and techniques of retail

marketing have been eagerly seized upon by most financial institutions that have a direct interface with the consumer market.

One challenge in service organisations is that of decentralised marketing. The biggest challenge for the retail banking sector is not to be clever in practicing marketing, but to be able to convince everyone in the organisation to also practice marketing. How to accomplish this, how to build true sales- and service-mindedness into an organisation's culture, how to cost-effectively give contact employees and employees who perform support functions the knowledge and skills to be effective marketers are the questions on the minds of retail executives today. To this end, this study explores the relationship between non-marketing employee orientation, an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved and the implementation of a successful marketing strategy. The literature review covers the definition of orientation and the reason for using employee satisfaction as a measure of employee orientation. Also included in the literature review is the concept of internal marketing within the organisation as well as the challenges within the banking sector and their marketing strategy implementation. The methodology used to study the linkage is then described, followed by the results and conclusion.

Literature Review:

Definition of orientation:

One of the reasons for the lack of a definition and description of the concept 'orientation to work' is its similarity to and involvement with, other concepts relating to human behaviour. Concepts such as attitude, motivation and value, all have input/impact in the determination of how an individual views his work situation. None of these concepts can be considered in complete isolation from one another as in the case of attitude and motivation. An attitude is said to have a behavioural component, and yet motivation is suggested as being the major process for determining behaviour (Bennett, 2001). It would appear, therefore that, the term orientation should mean some reflection or representation of the total motivational state of an individual at a particular point in time. This state will portray the effects of his needs, values, attitudes, abilities and other behavioural aspects. The employee's orientation therefore might be considered to represent what an individual wants from a situation and the extent to which he believes he will be successful in achieving this. This gives us a clue about the operational definition of 'orientation'. "It is an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not "(Beatty, 1988).

One important aspect is that orientation cannot be considered to be fixed, but neither can it be viewed as totally flexible. The desires and expectations of individuals are the result of many different influences such as past experiences of work and life, current situation at work and home, personality, life skills, abilities and so on. Some of these are relatively stable such as past experiences whilst others such as situational factors may change rapidly and violently. All have an affect on what a person wants from their life and, by definition, on his/her orientation (Bennett, 2001).

Another important feature of orientation is that it is not uni-dimensional. Someone expressing an instrumental orientation which is a desire for economic and material ends from work, coupled with security cannot be said to be lacking in any other form of orientation. He can, however, be said to have certain priorities at the time of measurement. This also means that orientation is not mutually exclusive (Bennett, 2001).

It can also be seen that, apart from being a means of defining the situation, orientation will also define the person. Orientation is, therefore, the link between the individual and his situations - both of which are variables and, when these change, they may change the person's orientation (Bennett, 2001).

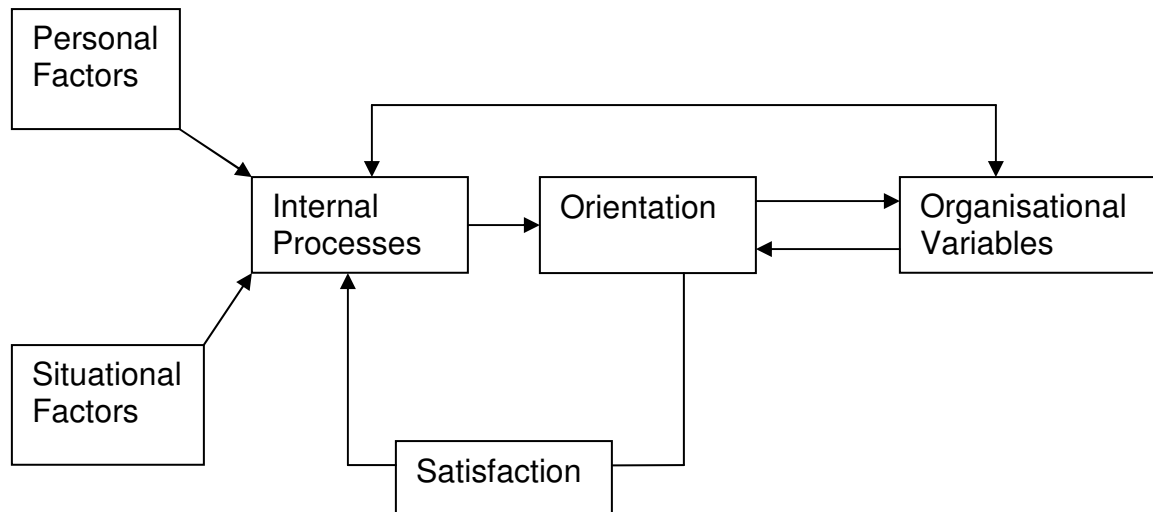
A model of orientation:

The previous discussion leads to the consideration of a model which depicts the total process involved with the concept of orientation. The model suggested here is based on a 'systems concept'; the input-process-output idea. The inputs can be considered to be of two basic types: the first being situational variables such as the nature of the job, home-life and economic demands whilst the second set of variables is concerned with background factors such as past jobs and education. These inputs are not static since today's situational variables may become tomorrow's background factors. Support for this concept can be found in the literature (Bennett, 2001). The outputs of the model are considered to be different types of orientation. It may appear to be a simple task to determine what these orientations are. However, according to Bennett (2001) there is substantial support for adopting three different orientations namely:

- 1) instrumental which incorporates a desire for economic and material ends from work, together with security;
- 2) relational which relies on social needs and interpersonal relationships and
- 3) personal growth which includes self-development and the use of skills

These three orientations accommodate another approach (intrinsic-extrinsic satisfaction) as demonstrated by Alderfer (1969). In such a model, (Figure A) 'satisfaction' is considered to be a feedback variable, hence can be used as an overall indication of employee orientation (Bennett, 2001).

Figure A: A simplistic model of orientation to work:



(Bennett, 2001:152)

Employee orientation and job satisfaction:

Beatty, (1988) defined orientation as an expression of how the individual views his situation in terms of what he desires from it and the extent to which he expects these desires to be achieved or not, implies that the degree of satisfaction is a component of employee orientation. The majority of studies report a positive relationship between satisfaction and job performance (Churchill, Neil & Orville, 1976), indicating the importance to the company of maintaining a satisfied group of employees. The next section focuses on employee satisfaction and factors that influence it.

Employee satisfaction:

While much of the traditional job satisfaction research (Carr and Kazanowski, 1994; DeSantis and Durst, 1996) demonstrates that employees generally want stable employment, opportunities for promotion and satisfactory compensation, recent research of employees (Daley, 1986; Emmert and Taher, 1992) show that factors such as flexible working hours, social satisfaction and the personalities and behaviours of superiors also have an effect on employees' satisfaction levels.

Two categories of job characteristics that are of crucial importance in attaining satisfaction among workers have been identified: internal rewards such as having diverse and challenging work, and external rewards such as fair compensation and fringe benefits (Hertzberg, Mausner, Peterson & Capwell, 1957; Hertzberg, Mausner & Snyderman, 1959). Although the Hertzberg Model is well documented, more recent investigations into job satisfaction have questioned the utility of the two-dimensional model and have sought a more interactional approach. Specifically the work of Kalleberg (1977), Lee and Wilbur (1985), and Martin and Hanson (1985) propose that the characteristics of the employee interact with the internal and external characteristics of the organisation. Personal characteristics such as age, education, gender and job security have a distinct effect on job satisfaction. This implies that job satisfaction may perhaps be the result of the fit between employee needs and work requirements on the one hand and the actual job characteristics on the other.

Job satisfaction is a combination of cognitive and affective contentment for an individual within a company. Affective satisfaction is founded on the overall positive emotional assessment of the employee's job. This satisfaction focuses on their mood when working. Cognitive satisfaction is the satisfaction that is based on a more logical and rational appraisal of the job conditions. Therefore, cognitive satisfaction is an assessment based on comparisons that do not rely on emotional judgments, but are

evaluations of conditions, opportunities and/or outcomes (Moorman, 1993).

Eleven key organisational dimensions that impact on the performance, satisfaction and retention of employees have been identified:

- 1) Openness, information and trust,
- 2) Innovation and continuous improvement,
- 3) Cross-functional effectiveness,
- 4) Decision-making and involvement,
- 5) Strategic direction and company values,
- 6) Customer focus,
- 7) Performance and goal emphasis,
- 8) Leadership and team behaviour,
- 9) Human resource systems,
- 10) Safety, security and work/family balance,
- 11) Commitment and accountability.

(Human Systems Development, 2005:1)

Further dimensions that must be considered when looking at employee satisfaction are:

- 1) Overall job satisfaction which include the overall perspective of the job, morale
- 2) Satisfaction with work in terms of the satisfaction gained from performing the duties of the job and whether it is interesting and pleasant

- 3) Co-worker performance/Cooperation which measures the satisfaction with employees in the immediate work group
- 4) Pay satisfaction.
- 5) Benefits satisfaction
- 6) Promotions/ Career advancement
- 7) Supervisory consideration in terms of satisfaction with the employee's immediate supervisor and whether he/she is considerate/ friendly/ helpful/ supportive/ fair
- 8) Supervisory promotion of teamwork,
- 9) Supervisory instruction/guidance measuring the employee's satisfaction with his supervisor's knowledge, skills and abilities
- 10) Communication and whether it is consistent, timely and accurate
- 11) Human Resources/ Personnel Policies in terms of whether they are clear and well understood and consistent
- 12) Concern for employees- does the organisation see employees as a valued resource?
- 13) Productivity/Efficiency-Is there satisfaction with efficiency, work flow, availability of supplies and equipment?
- 14) Training and development - measures satisfaction with training and development opportunities: Are there enough? Are they the right type?
- 15) Physical working conditions
- 16) Customer service- measures the employee's perception of service and quality in the organisation.

17) Strategy/Mission - do the employees agree with and believe in it, do they know how they fit in, and do they feel involved.

18) Job stress

(Human Resource Solutions, 2001).

Internal Marketing:

Some attention has been devoted to internal marketing which comprises of organisational participants whose involvement and support is a requirement for successful and effective marketing strategy implementation (Piercy and Morgan, 1991). This suggests some consensus in the proposition that organisational participants such as operational employees in various functions and non-marketing managers may play a critical role in the implementation of marketing strategies. The risk inherent in ignoring these potential barriers is that marketing strategies will achieve only short-term or superficial changes. To ignore a firm's internal market (its employees), may risk damaging the company's capacity to achieve and improve customer satisfaction in the external market. By recognising the internal market, there is a need for a structured and planned internal marketing programme to achieve the effective implementation of customer services and satisfaction management i.e. marketing customers to employees (Piercy 1998).

Other studies on the impact of a market-oriented culture on employees:

Piercy (1989; 1998) maintains that the implementation of a marketing strategy is dependant on the management of internal power and politics as well as culture. While, a number of marketing theorists have suggested that developing a market-oriented culture does not necessarily lead to high levels of employee satisfaction and commitment, organisational culture theorists have been more direct in their assertions (Lloyd, Harris & Ogbonna, 2000). Developing a market oriented culture can be viewed as a structured means to improve organisational efficiency and effectiveness.

In this sense, an attempt to develop a market-oriented culture is one of many ways in which an organisation may impose cultural control over the attitudes, actions and behaviours of its employees.

Cultural control has been described by Willmott (1994) as “a medium of domination” and was viewed as exploitive. Literature on organisational culture management finds evidence that in many cases those employees who fail to comply with the espoused values of management, risk punishment (Ogbonna, 1993 and Pascale, 1985). Notwithstanding the suggestions of marketing theorists, it is widely accepted that front-line employees play a major role in developing market orientation (Gummesson, 1991). Gummesson (1991: 60) theorises that a market-oriented culture “only becomes alive when all members of an organisation” become involved. Gummesson (1990) develops the concept of part-time marketers (PTMs) who carry out marketing support functions outside the marketing function as distinct from full-time marketers (FTMs) who conduct marketing activities within the marketing department. This leads Gummesson (1991) to suggest that developing a market-oriented culture frequently fails due to an over-concentration on the full-time functions (FTMs) rather than the part time (PTMs) which prohibits a holistic coordination of marketing.

Marketing challenges in E-banking:

One of the most significant developments in retail banking in recent years has been the development of new distribution channels made possible by technology and innovation. The concept of E-banking refers to electronic banking. This widens competition by allowing major retailers and insurance companies to offer banking services (Boss, 2000). The new technology has implications for the nature of relationships with customers (Zineldin, 2000), in particular because of the lack of social interchange in the interaction. Organisations may have to change structures, cultures and processes to build and maintain customer relationships using the new technology (Hughes, 2003). Competition within the banking industry in the UK has intensified since deregulation (Ennew, 1990; Nellis and Lockart

1995) and this has led to numerous initiatives aimed at becoming more customer focused and improving service quality (Knights and McCabe, 1997). Generally research suggests that financial services organisations have been culturally inward looking, concentrating on the supply side rather than being market-led Durkin and Bennett (1999). This suggests that while the majority of banking organisations have marketing functions, they fail to recognise the value of organisation-wide marketing variables (Appiah-Adu, 2001).

The implementation issue in marketing strategy:

Traditionally, implementation has been regarded as what follows after new market strategies have been created, plans have been drawn up and approval has been obtained. What remains to be done is simply to tell people what to do and wait for the results of the new strategy. In this sense, implementation is seen as the logistics of getting things organised. In such a view of implementation the following issues predominate:

1. There should be focus on developing the organisational arrangements needed for the new strategy. Responsibilities need to be allocated across departments and units and new organisational structures need to be created where necessary.
2. Resources in terms of budgets and staff need to be allocated to support the activities underpinning the strategy to the appropriate parts of the organisation.
3. Action lists and action plans should be produced to identify employees' tactical responsibilities.
4. Control systems should be developed to monitor outcome performance in areas such as sales, market share and profit to evaluate the success of the strategy and to take remedial action if the process is not proceeding to plan.

According to (Piercy, 1998) there are some substantial problems in approaching implementation in this way. Firstly, it is illogical to plan strategies that are not firmly rooted in the organisational capabilities and yet companies frequently design planning systems to do precisely this.

Secondly, organisational structures and resource allocation are important, but on their own they are very weak and usually very slow approaches to organisational change, inherent in many new marketing strategies. Thirdly, outcomes such as sales, market share and profit may be the goals, but the driver of these outcomes is likely to be the behaviour of the people in the organisation who impact on what the customer receives in terms of service and quality. This suggests the need to focus on employee orientation and not just on outcomes (Piercy, 1998).

Organisational processes which treat marketing strategy implementation as an afterthought when the real work of generating innovative strategies and writing strategic plans has been done are counter-productive for a number of reasons:

1. They ignore or underestimate the potential link between market strategy and a company's unique implementation capabilities and weaknesses.
2. They encourage a weak linkage between strategy plans and operating plans.
3. They ignore the hidden but often highly significant inner workings of the organisation culture and how it shapes people's behaviour, the boundaries between functions, regions and organisational interest groups which may provide barriers to communication and cooperation.

According to (Brooke, 2001), the key challenge for management in achieving a competitive advantage lies in the implementation of a strategy, as opposed to its formulation. The first stage of defining implementation lies in the linking of marketing-related employee behaviours to strategies.

Factors affecting the effective implementation of marketing strategy:

The success of a marketing strategy depends on various factors.

The published work in this area falls broadly into three categories (Smith, 2003):

- The extent to which strategic marketing planning is used.
- The internal (organisational) mediators of marketing-strategy-making and implementation process.
- The external (market) mediators of marketing-strategy-making process.

Examples of and reasons for, the failures of organisations to implement strategic marketing are well documented (Smith, 2003). Broadly these have been categorised as either 'cognitive' or 'cultural' barriers. In addition management roles, management cognition (i.e. knowledge of marketing techniques), systems and procedures, resource allocation and data availability as moderators of rational planning use (Smith, 2003).

Research Proposition:

There is a relationship between employee orientation (satisfaction) and the implementation of a successful marketing strategy.

Research Methodology:

Statement of the problem:

The linkage between non-marketing employee orientation and its impact on the implementation of a marketing strategy has not been fully understood in the banking sector. In order to understand whether a relationship exists, this linkage needs to be investigated. The banking sector makes use of a functional structure, which invariably results in departments working in isolation. By understanding whether a relationship exists between non-marketing employee orientation (human resource data) and the implementation of a marketing strategy, management can take

steps to focus on employee orientation in order to improve the organisation's performance.

In order to understand whether non-marketing employee orientation impacts on the implementation of a marketing strategy, the following sub-problems were identified:

- 1) The measurement of employee orientation.
- 2) The measurement of the success of implementing a marketing strategy.

In order to determine employee orientation, literature was reviewed to develop a list of factors that influence employee orientation. From the literature it is clear that the level of employee satisfaction is a major component of employee orientation, so factors affecting employee satisfaction were used to gauge employee orientation. Another justification for using employee satisfaction as a measure of employee orientation is the model proposed by (Bennett, 2001). In such a model, 'satisfaction' (Figure A) is considered to be a feedback variable, so it can be used as an overall indication of employee orientation (Bennett, 2001). The employee orientation questionnaire for this research project was designed using factors affecting employee satisfaction.

To measure the success of implementing a marketing strategy, bank managers were requested to give feedback from the most recent marketing strategy implemented in their branch (marketing strategy questionnaire)

In order to determine whether non-marketing employee orientation impacts on the implementation of a marketing strategy, the data from both questionnaires (marketing strategy and employee orientation questionnaires) were analysed and compared to establish whether a linkage exists.

Sampling:

Five major banks were chosen (Standard Bank, Nedbank, ABSA, FNB and Peoples Bank). Employees who were not involved in marketing strategy planning at branch level were the target population (relevant sample). By selecting employees who have not been involved in marketing strategy planning, the study makes use of the purposive sampling technique. The study was carried out on branches of banks located in Kwazulu Natal, specifically with branches within the Ethekewini Municipality were chosen due to the convenience factor. Five branches of each bank were approached.

Questionnaire design:

Two questionnaires were designed. The first measured employee orientation and the second measured the success of a marketing strategy. These questionnaires were tested on a pilot sample to determine their validity.

For the purpose of this research, the questionnaire designed to measure employee orientation was adapted from a questionnaire developed by 'The Business Research Lab' (2003). A five point Likert scale ranging from 'strongly disagree' to 'strongly agree' was used. The following major themes that influence employee orientation were identified from the literature study and were used to measure employee orientation 1) Overall satisfaction 2) Leadership and planning 3) Corporate culture 4) Communication 5) Career development 6) Employee role 7) Recognition and rewards 8) Teamwork and cooperation 9) Working conditions 10) Immediate supervisor 11) Training programme 12) Benefits 13) Job satisfaction 14) Human resources policies 15) Concern for employees 16) Concern for customers 17) Loyalty and commitment.

The second questionnaire was designed for the bank managers. The questionnaire aimed to determine how successful the most recent marketing strategies have been at the implementation phase. Personal contact was made with each branch manager to explain the purpose of the study and permission was requested to carry out the survey.

Once permission was granted, copies of the questionnaires were given to the branch manager to distribute to his employees.

When the questionnaires were completed, the data was captured as an Excel spreadsheet. This was then given to a statistician who generated frequencies, means and carried out statistical tests (reliability and ANOVA). The data from the two questionnaires was analysed using the z-test. From the statistical information, graphs were generated.

Limitations of the study:

From the literature study it became clear that 'employee orientation' is a very complex concept. Employees' personal attributes influence their orientation, but these were not measured due to their complexity.

Bank managers were asked to rate the success of the most recent marketing strategy that was implemented in their branch. Because exact financial data was not accessible for a study of this nature, managers were asked to rate the marketing strategy which has an element of subjectivity attached to it.

Results:

The response from the various bank branch managers regarding the success of the implementation of the most recent marketing strategy is tabulated in Table 1. Table 2 exhibits the means of the various employee orientation dimensions per bank. Table 3 combines the data from Table 1 and 2. In Table 3 the success of each bank's marketing strategy success was calculated by using weighted average calculation. Figure 4 shows that a positive employee orientation is represented by employees agreeing to statements (mean>3.6) and this relates to a 60 to 80% success in marketing strategy implementation. Table 5a & b and 6a & b indicate that there was no difference in the perception of managers and employees with

regard to communication and training. Table 8 and 9 analyses the overall satisfaction of employees and shows that overall satisfaction level was above 60%. From Table 10 and 11 shows that there is no significant difference between the means of respondents with a 60 to 80% marketing strategy success rate and the means of employees who indicated a satisfaction level of 60 to 80%. It is thus evident that a linkage between employee orientation and marketing strategy success is present. The means for all the employee orientation dimensions are listed in Table 12. Table 13 indicates that there is no difference between the five banks regarding the various employee orientation dimensions ($p>0.05$).

Table 1 is a cross tabulation for the question “How would you rate the success of the strategy that was implemented?”

Table 1: Cross tabulation for Question 5

Name of Bank * How would you rate the success of the strategy that was implemented? Crosstabulation

			How would you rate the success of the strategy that was implemented?		Total
			60% successful	80% successful	
Name of Bank	ABSA	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	FNB	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	Nedbank	Count	0	3	3
		% within Name of Bank	.0%	100.0%	100.0%
	Peoples Bank	Count	2	1	3
		% within Name of Bank	66.7%	33.3%	100.0%
	Standard	Count	1	3	4
		% within Name of Bank	25.0%	75.0%	100.0%
Total	Count	7	9	16	
	% within Name of Bank	43.8%	56.3%	100.0%	

Two in three managers from ABSA, FNB and Peoples Bank rated the success of the strategy as 60%, while one in three rated the success as

80%. All the managers at Nedbank rated the success at 80%. At Standard Bank, a one in four managers rated the success as 60% while three-quarters rated the success as 80%.

Table 2 shows the means of the various dimensions per bank used to assess employee orientation.

Table 2: Means of the various dimensions used to assess employee orientation for each bank

		Descriptives					
		Standard Bank	ABSA	Nedbank	FNB	Peoples Bank	Total
Level of satisfaction	N	53	30	20	20	36	159
	Mean	3.9316	3.6042	3.8875	3.8438	3.7674	3.8160
	Std. Deviation	.92429	.91508	.86498	.99164	.92782	.92090
Communications	N	54	30	20	20	36	160
	Mean	3.8788	3.6515	3.8955	3.9182	3.7500	3.8142
	Std. Deviation	.90324	.97360	.84526	.97685	.77912	.88735
Career Development	N	54	30	20	20	36	160
	Mean	3.4938	3.6389	3.7000	3.8500	3.7361	3.6458
	Std. Deviation	1.12944	.87437	.72265	1.03294	.86039	.96583
Your Role	N	54	30	20	20	36	160
	Mean	4.0394	3.6000	3.9188	3.8063	3.7257	3.8422
	Std. Deviation	.85707	.93737	.75030	.97119	.82744	.87410
Recognition and Rewards	N	54	30	20	20	36	160
	Mean	3.4105	3.6889	3.6417	3.6083	3.8519	3.6156
	Std. Deviation	1.15230	.87618	.89716	.95249	.69782	.96043
Teamwork and Cooperation	N	54	30	20	20	36	160
	Mean	3.8000	3.5800	3.9200	3.8200	3.9222	3.8037
	Std. Deviation	.96192	.96897	.89065	1.01546	.71118	.90740
Working Conditions	N	54	30	20	20	36	160
	Mean	3.6481	3.6667	3.8167	3.7833	3.7917	3.7219
	Std. Deviation	.82776	.87756	.75877	.95834	.76155	.82474
Your immediate Supervisor	N	53	30	20	20	36	159
	Mean	4.0472	3.6417	3.9563	3.8000	3.7431	3.8593
	Std. Deviation	.93484	.94272	.83830	.96859	.78828	.90070
Training Program	N	54	30	20	20	36	160
	Mean	3.8259	3.6933	3.8600	3.7600	3.7556	3.7813
	Std. Deviation	.91861	.89863	.82360	.94613	.76362	.86491
Benefits	N	53	30	20	20	36	159
	Mean	3.4113	3.4867	3.7400	3.5700	3.8667	3.5899
	Std. Deviation	.94740	.95799	.90635	.95206	.71234	.90394
Job Satisfaction	N	54	30	20	20	36	160
	Mean	3.8148	3.5889	3.7333	3.6667	3.7222	3.7229
	Std. Deviation	.95971	.89991	.81363	1.10818	.89974	.93029
Human Resources/ Personnel Policies	N	54	30	20	20	36	160
	Mean	3.6235	3.5667	3.8333	3.6500	3.6944	3.6583
	Std. Deviation	.93398	.97143	.89508	1.01725	.83333	.91722
Concern for Employees	N	54	30	20	20	36	160
	Mean	3.5741	3.5778	3.7667	3.6833	3.5185	3.6000
	Std. Deviation	1.00610	.91782	.85224	1.04560	.89600	.94414
Concern for Customers	N	54	30	20	20	36	160
	Mean	4.0023	3.6792	3.9500	3.9750	3.7014	3.8641
	Std. Deviation	.79224	.92480	.80029	.96023	.77706	.84039

The mean values for each dimension are all greater than three. This indicates that for all dimensions employees generally agreed to statements. The differences observed are not statistically significant.

In order to determine the relationship between employee orientation and the success rate of a marketing strategy, the data from Table 1 and 2 were combined into Table 3.

Table 3: Combination of data from Table 1 and 2

Data on strategy success for each bank and means of employee orientation data										
	ABSA	ABSA	STD BANK	STD BANK	Nedbank	Nedbank	FNB	FNB	Peoples Bank	Peoples Bank
	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions	Weighted average marketing strategy success	Mean of employee orientation dimensions
Overall satisfaction level	66.66	3.6402	75	3.9316	80	3.8875	66.66	3.8438	66.66	3.7674
Communication	66.66	3.6515	75	3.8778	80	3.8955	66.66	3.9182	66.66	3.7500
Career development	66.66	3.6389	75	3.4938	80	3.7000	66.66	3.8500	66.66	3.7361
Your role	66.66	3.6000	75	4.0394	80	3.9188	66.66	3.8063	66.66	3.7257
Recognition and reward	66.66	3.6889	75	3.4105	80	3.6417	66.66	3.6083	66.66	3.8519
Teamwork and cooperation	66.66	3.5800	75	3.8000	80	3.9200	66.66	3.8200	66.66	3.9222
Working conditions	66.66	3.6670	75	3.6481	80	3.8167	66.66	3.7833	66.66	3.7917
Your immediate supervisor	66.66	3.6417	75	4.0472	80	3.9563	66.66	3.8000	66.66	3.7431
Training program	66.66	3.6933	75	3.8259	80	3.8600	66.66	3.7600	66.66	3.7556
Benefits	66.66	3.4867	75	3.4113	80	3.7400	66.66	3.5700	66.66	3.8667
Job satisfaction	66.66	3.5889	75	3.8148	80	3.7330	66.66	3.6667	66.66	3.7222
HR policies	66.66	3.5667	75	3.6235	80	3.8333	66.66	3.6500	66.66	3.6944
Concern for employees	66.66	3.5778	75	3.5741	80	3.7667	66.66	3.6833	66.66	3.5185
Concern for customers	66.66	3.6792	75	4.0023	80	3.9500	66.66	3.9750	66.66	3.7014
		ABSA		STD		NED		FNB		P/Bank
Average of means		3.6215		3.7500		3.8300		3.7668		3.7534

Table 3 cont.										
Bank marketing strategy success %		66.66		75.00		80.00		66.66		66.66

By plotting the average of the means of the employee orientation dimensions against marketing strategy success, it can be seen that Nedbank had an 80% marketing success rate and a higher average of the means of the employee orientation 3.82996, compared to all other banks that had in between 66.66 and 75% marketing success with averages of employee orientation means of 3.6214 and 3.7667. This is shown in Figure 4.

Figure 4: Average of employee orientation means vs. marketing strategy success for all banks

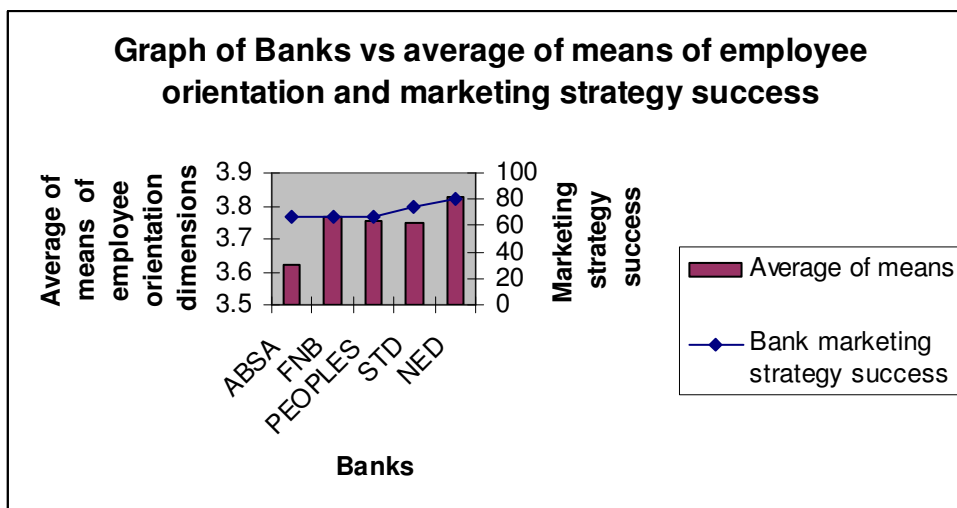


Figure 4 indicates that a positive employee orientation represented by employees agreeing to statements relates to a 60-80 % success in marketing strategy implementation as perceived by branch managers.

Employee orientation versus marketing strategy success:

Table 5a gives the results of the t-test, which tested whether branch managers and employees perceived quality of communication similarly.

Table 5a: Comparing the questions relating to communication from the two samples (Equal variances not assumed).

Marketing Strategy	Q1	Mean 4.00 Std dev 0.73 n= 16	t=0.973 p=0.3338
Employee Orientation	Q4	Mean 3.81 Std dev 0.88 n=160	

The results show that on average, the mean perceptions of employees and branch managers are not significantly different.

The question that arises is whether employees of a branch whose managers do not perceive communication from head office as effective, will have a lower mean perception of the quality of communication, compared to employees from a bank where the managers perceives the communication from the bank as effective. The results are given in Table 5b.

Table 5b: Results of F-test and t-test for different groups of managers.

Q4: Communication	Q1=4	Q1=5
	n=11	n=3
Mean	3.756	3.945
Standard deviation	0.276	0.591
F-test for equal variances	F=0.241	p=0.053
T-test assuming equal variances	T=-0.874	p=0.200

The results indicate that at 5% level of significance, there are no significant differences between the mean perceptions of employees for the two groups of managers (the eleven managers that perceived communication from head office at 4 on a five-point scale, compared to the three managers that perceived communication from head office at 5 on a five-point scale. (One manager perceived a 2, one a 3 and they were excluded in this analysis.

Table 6a analyses the question on training before the strategy is implemented against how employees felt about training in general.

Table 6a: Comparing the questions relating to training from the two samples (Equal variance not assumed).

Marketing Strategy	Q3	Mean 4.00 Std dev 0.632 n=16	t=1.628 p=0.1070
Employee Orientation	Q11	Mean 3.78 Std dev 0.86 n=160	

The results show that there was no significant difference in the perceptions of managers and employees with regards to training. Table 7 is a cross tabulation for (Communication from head office regarding the implementation of the marketing strategies was good)

The question is whether employees of a branch whose managers do not believe that training was adequate, will have a lower mean perception of training, compared to employees from a bank where the manager perceives that training was adequate. The results are given in Table 6b.

Table 6b: Results of F-test and T-test for different groups of managers:

Q11 Training	Q3=4	Q3=5
	n=11	n=3
Mean	3.756	3.945
Standard deviation	0.308	0.265
F-test for equal variances	F = 1.346	p = 0.502
T-test assuming equal variances	T = -0.970	p = 0.175

The results indicate that at a 5% level of significance, there are no significant differences between the mean perceptions of employees for the two groups of managers. (The eleven managers that perceived training to be adequate, 4 on the 5-point scale, compared to three managers that perceived training to be adequate at 5 on the 5-point scale. Note that two managers rated the adequacy of training below 4 and they were excluded from the analysis.

Tables 5a&b and 6a&b compare the two questionnaires. The p-value indicates no difference in the dimensions ($p > 0.05$). By selecting similar questions from both questionnaires and comparing the means, it is seen from Table 5a that good communication by the strategy makers (mean 4.00) correlates to positive employee orientation (mean 3.81). Note that from Table 7 (below) across all banks, the strategies were accompanied by 87.5% of managers agreeing that communication was good from head office regarding the strategies that were implemented.

Table 6a shows that training requirements were met before the strategies were implemented (mean 4.00). This correlates to employee's perception towards training where an average of 3.78 indicates a positive orientation towards training.

Table 7: Cross tabulation for whether communication from head office regarding the implementation of the marketing strategies was good

Name of Bank * Communication from Head Office regarding the implementation of the marketing strategies was good. Cross tabulation

			Communication from Head Office regarding the implementation of the marketing strategies was good.			Total
			Disagree	Neutral	Agree	
Name of Bank	ABSA	Count	0	1	2	3
		% within Name of Bank	.0%	33.3%	66.7%	100.0%
	FNB	Count	0	0	3	3
		% within Name of Bank	.0%	.0%	100.0%	100.0%
	Nedbank	Count	0	0	3	3
		% within Name of Bank	.0%	.0%	100.0%	100.0%
	Peoples Bank	Count	0	0	3	3
		% within Name of Bank	.0%	.0%	100.0%	100.0%
	Standard	Count	1	0	3	4
		% within Name of Bank	25.0%	.0%	75.0%	100.0%
Total	Count	1	1	14	16	
	% within Name of Bank	6.3%	6.3%	87.5%	100.0%	

Table 8 analyses the overall satisfaction of employees and is based on Question 1 in the employee orientation questionnaire.

Table 8: Analysis of the overall satisfaction of employees

1. Overall satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20% Very dissatisfied	12	7.5	7.5	7.5
	40%	17	10.6	10.7	18.2
	60%	39	24.4	24.5	42.8
	80%	42	26.3	26.4	69.2
	100% Very satisfied	49	30.6	30.8	100.0
	Total	159	99.4	100.0	
Missing	System	1	.6		
Total		160	100.0		

Table 8 shows that the majority of employees (30.6%) were “100% satisfied” and 26.3% were “80% satisfied”. Combining the “20% very dissatisfied” employees to the “40% satisfaction” level, it can be concluded that the entire sample, 18.2% of employees were not satisfied. The mean in Table 9 confirms that the overall level of satisfaction was high.

Table 9 contains the descriptive statistics for overall employee satisfaction.

Table 9: Descriptive statistics for employee overall satisfaction

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
1. Overall satisfaction	159	1	5	3.62	1.236
Valid N (listwise)	159				

The mean indicates that overall employee satisfaction was above 60%.

Comparison of employee satisfaction means to marketing strategy success rate:

A comparison of perceived marketing strategy success and employee satisfaction is shown in Table 10. It shows the T-test and F-test for Q1 from the employee orientation questionnaire and Q5 in the marketing strategy questionnaire.

The questions being compared are:

Q5. How would you rate the success of the strategy that was implemented?

Q1. Overall, how satisfied are you with your employer?

Table 10: Results of T-test and F-test for different groups of managers for question one (from the employee orientation questionnaire) and question 5 (from the marketing strategy questionnaire)

Q1: Overall satisfaction with employer	Q5=60	Q5=80
	n=7	n=9
Mean	3.493	3.703
Standard deviation	0.424	0.382
F-test for equal variances	F=1.236	p=0.380
T-test assuming equal variances	T=-1.042	p=0.157

The results show that at 5% level of significance, there are no significant differences between the mean perceptions of employees regarding overall satisfaction level for the two groups of managers (9 managers rated strategy success at 80% and 7 managers rated strategy success at 60%).

A comparison of perceived marketing strategy success and employee satisfaction is shown in Table 11. It shows the T-test and F-test for Q1 from the employee orientation questionnaire and Q6 in the marketing strategy questionnaire.

The questions being compared are:

Q6. How many marketing strategies (in percentage terms) implemented in the last 12 months were successful in your branch?

Q1. Overall, how satisfied are you with your employer?

Table 11: Results of T-test and F-test for different groups of managers for question 1 (from employee orientation questionnaire) and question 6 (from marketing strategy questionnaire)

Q1: Overall satisfaction with employer	Q6=60	Q6=80
	n=6	n=10
Mean	3.425	3.723
Standard deviation	0.365	0.421
F-test for equal variances	F=1.329	p=0.334
T-test assuming equal variances	T=-1.495	p=0.079

The results show that at 5% level of significance, there are no significant differences between the mean perceptions of employees regarding overall satisfaction level for the two groups of managers (10 managers rated strategy success at 80% and 6 managers rated strategy success at 60%).

Table 12: The means of each dimension in the employee orientation questionnaire

	N	Minimum	Maximum	Mean	Std. Deviation
Level of satisfaction	159	1.00	5.00	3.8160	.92090
Communications	160	1.00	5.00	3.8142	.88735
Career development	160	1.00	5.00	3.6458	.96583
Your Role	160	1.00	5.00	3.8422	.87410
Recognition and rewards	160	1.00	5.00	3.6156	.96043
Teamwork and cooperation	160	1.00	5.00	3.8038	.90740
Working conditions	160	1.00	5.00	3.7219	.82474
Your immediate supervisor	159	1.00	5.00	3.8593	.90070
Training programme	160	1.00	5.00	3.7813	.86491
Benefits	159	1.00	5.00	3.5899	.90394
Job satisfaction	160	1.00	5.00	3.7229	.93029
Human resources/ personnel policies	160	1.00	5.00	3.6583	.91722
Concern for employees	160	1.00	5.00	3.6000	.94414
Concern for customers	160	1.00	5.00	3.8641	.84039
Valid N (listwise)	158				

The means for each of the dimensions in Table 12 show that respondents generally “agreed” to statements indicating a positive orientation. The differences observed are not statistically significant.

In order to test whether there were significant differences in the perceptions of employees between the banks regarding the sub-dimensions of the employee orientation questionnaire; a one-way ANOVA

was performed as shown in Table 13. The subscales reflected in Table 13 were derived by averaging the items relating to the subscale.

Table 13: One-way ANOVA over banks for combined questions in the employee orientation questionnaire

ANOVA		F	p
Level of satisfaction	Between Groups	.660	.621
Communications	Between Groups	.475	.754
Career Development	Between Groups	.647	.630
Your Role	Between Groups	1.487	.209
Recognition and Rewards	Between Groups	1.214	.307
Teamwork and Cooperation	Between Groups	.688	.601
Working Conditions	Between Groups	.294	.881
Your immediate Supervisor	Between Groups	1.252	.292
Training Program	Between Groups	.162	.957
Benefits	Between Groups	1.624	.171
Job Satisfaction	Between Groups	.301	.877
Human Resources/ Personnel Policies	Between Groups	.286	.887
Concern for Employees	Between Groups	.271	.896
Concern for Customers	Between Groups	1.211	.308

The results in Table 13 show that there are no significant differences between banks on the sub-dimensions of the employee orientation questionnaire ($p > 0.05$).

Conclusion:

Figure 4 indicates that a positive employee orientation, represented by employees agreeing to statements, relates to a 60 to 80% success in marketing strategy implementation as perceived by branch managers. From Table 10 and 11, the F- test and t-test shows that there are no significant differences between the mean perception of employees for overall satisfaction and groups of respondents perceiving a 60% or 80% marketing strategy success rate. Note that the means showed that employees experienced a satisfaction level of 60 to 80% (mean for overall satisfaction is between 3 and 4). This indicates that a linkage between non-marketing employee orientation and a successful marketing strategy is present. This indicates that a 60 to 80% marketing strategy success rate can be correlated to employee satisfaction levels of 60 to 80%, but it must be noted that other factors also affect the implementation of a marketing strategy. From the literature study, these factors are referred to internal mediators such as management influence and external mediators such as market turbulence and market complexity.

Tables 5a&b and 6a&b, compares similar questions from the two questionnaires. The p-value indicates no difference in the dimensions ($p > 0.05$). By selecting similar questions from both questionnaires and comparing the means, it is seen in Table 5a that good communication from strategy makers correlates to a positive employee orientation. Note that in Table 7, across all banks, the strategies were accompanied by 87.5% of managers agreeing that communication was good from head office regarding the strategies to be implemented. This correlates to the question posed to employees (mean of 3.81) indicating that employees agreed that communication was good.

Table 6a shows that training requirements were met before the strategies were implemented. This also correlates to employees' perceptions of training (an average of 3.78 indicates a positive orientation towards training).

Examining the statistics in Table 13, there is no difference between banks regarding the employee orientation dimensions ($p>0.05$). It is important to note that all the banks surveyed has a marketing success rate of between 60-80% and combining the means for each of the employee orientation dimensions in Table 12 (showing that respondents “agreed” to statements indicating a positive orientation) shows that there is a linkage between positive employee orientation and the implementation of a marketing strategy. This study did not; however have data showing how negative employee orientations impact on the implementation of a marketing strategy.

Further limitations were noted. From the literature study it is clear that ‘employee orientation’ is a very complex construct. Employees’ personal attributes have an influence on employee orientation, but was not measured due to its complexity.

Bank managers were asked to rate the success of the most recent marketing strategy that was implemented in their branch. Due to the fact that exact financial data not being accessible for a study of this nature, managers were asked to simply rate the marketing strategy. This invariably has an element of subjectivity attached to it.

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